

Attachments – Ordinary Council Meeting

22 July 2026

Minutes – Ordinary Council Meeting held on Tuesday 16 June 2026



MINUTES

**Ordinary Council Meeting
Tuesday, 16 June 2026**

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**MINUTES OF BALRANALD SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, MARKET STREET BALRANALD
ON TUESDAY, 16 JUNE 2026 AT 4PM**

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, Cr German Ugarte

IN ATTENDANCE:

Terry Dodds (CEO), Edna Mendes (Chief Financial Officer), Hodi Beauliv (Executive Manager - Community & Governance), Raju Ranjit (Manager of Infrastructure & Project Services), Carol Holmes (Senior Executive Assistant) and Tharmeala Vijayan (Executive Assistant)

3 APOLOGIES

Nil

4 CONFIRMATION OF MINUTES**4.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 26 MAY 2026**

RESOLUTION 2026/125

Moved: Cr Iain Lindsay-Field

Seconded: Deputy Mayor Dwaine Scott

That Council confirms the Minutes of the Ordinary Council Meeting held on 26 May 2026 as a true and accurate recording of that meeting.

CARRIED

5 DISCLOSURE OF INTEREST

There was no Disclosures of Interest submitted to this meeting.

6 MAYORAL/COUNCILLOR REPORT**7 COMMITTEE REPORTS****7.1 AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 18 MAY 2026**

RESOLUTION 2026/126

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

That Council receive and note the Minutes of the Audit Risk and Improvement Committee meeting held on Monday 18 May 2026.

CARRIED

8 NOTICE OF MOTION

9 NOTICE OF RESCISSION**9.1 NOTICE OF RESCISSION - ADOPTION OF MODEL CODE OF MEETING PRACTICE**

I, Councillor Louie Zaffina, give notice that at the next Ordinary Meeting of Council to be held on 16 June 2026, I intend to move the following rescission motion:

RESOLUTION 2026/127

Moved: Mayor Louie Zaffina

Seconded: Cr Tracy O'Halloran

That:

1. The resolution 2026/42 titled Adoption of Model Code of Meeting Practice that was passed at the meeting of 17 March 2026 be rescinded.
2. The resolution 2025/218 titled Adoption of Model Code of Meeting Practice that was passed at the meeting of 16 December 2025 be rescinded.
3. That the previous Model Code of Meeting Practice (attached) be restored as the current Code of Meeting Practice

CARRIED

CHIEF EXECUTIVE OFFICERS REPORTS (INCORPORATING ALL STAFF REPORTS)

PART A – ITEMS REQUIRING DECISION**10 CHIEF EXECUTIVE OFFICER'S REPORTS****10.1 NATIONAL GENERAL ASSEMBLY - REVIEW OF SUBMITTED MOTIONS****RESOLUTION 2026/128**

Moved: Cr German Ugarte

Seconded: Cr Leigh Byron

That Council:

1. Endorse the Mayor, Cr Louie Zaffina, as Council's voting delegate for the 2026 National General Assembly of Local Government.
2. Authorise the Mayor to vote on motions in a manner consistent with the following principles:
 - a. Support motions that seek practical funding for roads, water, sewer, housing-enabling infrastructure, disaster recovery, disaster betterment, emergency management, grant reform, Financial Assistance Grants and reduced cost shifting.
 - b. Support motions that improve regional and remote council sustainability, provided they do not create new unfunded obligations for Council.
 - c. Oppose, or seek to amend, motions that create new mandatory reporting, planning, monitoring, governance, compliance, staffing, capital or operational requirements for small rural and remote councils without full Commonwealth funding.
 - d. Oppose, or seek to amend, motions that would turn small councils into delivery agencies for national climate, emissions, environmental, waste, social policy or workforce programs without dedicated funding and practical support.
3. Authorise the Mayor to submit, move, second or support amendments to relevant motions where the amendment is designed to ensure:
 - a. No cost shifting to local government.
 - b. No mandatory reporting or implementation obligation on small rural and remote councils.
 - c. Full Commonwealth funding for any new compliance, data, planning, staffing, capital or operational requirement.
 - d. Proportionality for small rural and remote councils; and
 - e. Local discretion where local circumstances vary.
4. Specifically authorise the mayor to seek amendments to motions dealing with:
 - a. Climate change, net zero, emissions reporting and carbon pricing.
 - b. Renewable energy community benefit frameworks.
 - c. Closing the Gap and First Nations partnership obligations.
 - d. Cyber security and artificial intelligence.
 - e. Environment, EPBC reform, waste, FOGO, product stewardship, biodiversity, microplastics and wastewater monitoring.
 - f. Housing and planning frameworks.
 - g. Compulsory youth employment, traineeship and cadetship programs.
 - h. Mandatory 30 km/h speed limits.

5. Authorise the Mayor to oppose Motion 119, unless amended to remove support for an economy-wide carbon pricing mechanism.
6. Authorise the Mayor to oppose Motion 217, unless amended to make any youth employment, apprenticeship, traineeship or cadetship program voluntary, fully funded and locally controlled.
7. Authorise the Mayor to oppose Motion 234, unless amended to remove mandatory speed-limit wording and replace it with a funded, risk-based local option.
8. Authorise the Chief Executive Officer to finalise and submit proposed amendments to the ALGA Secretariat on behalf of Council, in consultation with the mayor.

CARRIED

10.2 LOCAL GOVERNMENT CODE OF ACCOUNTING PRACTICE AND FINANCIAL REPORTING; THE CODE WORKING GROUP

RESOLUTION 2026/129

Moved: Cr Tracy O'Halloran

Seconded: Cr Leigh Byron

That Council note:

1. The Chief Executive Officer has joined the Office of Local Government's Code Working Group for the Local Government Code of Accounting Practice and Financial Reporting.
2. The Chief Executive Officer's participation provides an opportunity to contribute a rural and remote council perspective to future discussions on local government financial reporting, sustainability, asset renewal, grant dependency and practical financial information for councillors and communities.
3. Any material policy, financial or legislative matters arising from the Code Working Group will be reported back to the Audit, Risk and Improvement Committee and Council as required.

CARRIED

10.3 POLICY - CEO LEAVE

RESOLUTION 2026/130

Moved: Cr Leigh Byron

Seconded: Deputy Mayor Dwaine Scott

That Council:

1. Notes the annual leave approval arrangements applying to the Chief Executive Officer under the standard NSW local government employment framework.
2. Confirms that ordinary annual leave applications by the Chief Executive Officer are to be submitted to, and approved by, the mayor.
3. Notes that a formal Council resolution is not required for ordinary annual leave taken by the Chief Executive Officer, including annual leave greater than two days.
4. Notes that Council approval may still be required where:
 - An Acting Chief Executive Officer appointment is required.

- Delegations need to be amended or confirmed.
 - Leave outside ordinary annual leave is proposed; or
 - A policy or employment contract matter requires formal Council determination.
5. Requests that the Chief Executive Officer review the Council's Annual Leave Policy and adjust if necessary.

CARRIED

10.4 ADOPTION OF THE DRAFT REVENUE POLICY AND DRAFT FEES AND CHARGES FOR THE 2026/27 FINANCIAL YEAR

RESOLUTION 2026/131

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

That:

1. In accordance with the provisions of section 535 of the Local Government Act, 1993, Council makes, fixes, levies and adopts the Rates and Charges for the 2026/2027 Financial Year as detailed in the rating categories as set out below:

BUSINESS – PARISHES OF PITAPUNGA, CROKEE, MUCKEE & LAWRENCE – MINERAL SANDS EXTRACTION (LOCATION B) a rate of zero point one nine eight three (0.1983) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands Extraction (Location B) pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of two thousand, seven hundred and ten (\$2,710) in respect of each separate parcel with the base amount percentage producing seventeen point six percent (17.6%) of the total amount of the rate levy for the **Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence** sub category; and

FARMLAND – GENERAL a rate of zero point one five eight six three (0.15863) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as **Farmland General** with the dominant use being generally cropping or grazing over significant land area pursuant to Section 515 of the Local Government Act, 1993 and subject to a base amount of seven hundred and eight six dollars (\$786) in respect of each separate parcel with the base amount producing thirteen point five percent (13.5%) of the total amount of the rate levy for the Farmland General rate sub-category; and

FARMLAND – IRRIGABLE HORTICULTURE a rate of zero point six three eight eight seven (0.63887) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as Farmland – Irrigable - Horticulture to include nut farms and other irrigatable intensive horticulture land use and has significant and substantial commercial purpose or character, pursuant to Section 515 of the Local Government Act, 1993 and subject to a base amount of seven hundred and eight six dollars (\$786) in respect of each separate parcel with the base amount producing two point five percent (2.5%) of the total amount of the rate levy for the Farmland – Irrigable - Horticulture rate sub-category; and

FARMLAND – INTENSE a rate of zero point three seven two nine nine (0.37299) cents in the dollar on the land value of all rateable land in the area which has been categorised by the Council as **Farmland Intense** to have medium to high intensity of land use and an intermediate to major economic benefit pursuant to Section 515 of the Local Government Act, 1993 and subject to a base amount of seven hundred and eighty six dollars (\$786) in respect of each separate parcel with the base amount producing twenty one point three percent (21.3%) of the total amount of the rate levy for the Farmland Intense rate sub-category; and

RESIDENTIAL – BALRANALD a rate of zero point four four two six six (0.44266) cents in the dollar on the land value of all rateable land in the centre of the population being the Balranald Village Zone, being land which has been sub-categorised by the Council as **Balranald Residential** pursuant to Sections 516 and 529 of the Local Government Act, 1993 and subject to a base amount of two hundred and fifty one dollars (\$251) in respect of each separate parcel with the base amount producing forty one point seven percent (41.7%) of the total amount of the rate levy for the Residential Balranald rate sub-category; and

RESIDENTIAL – EUSTON a rate of zero point two five one nine eight (0.25198) cents in the dollar on the land value of all rateable land in the centre of the population being the Euston Village Zone, being land which has been sub-categorised by the Council as **Euston Residential** pursuant to Sections 516 and 529 of the Local Government Act, 1993 and subject to a base amount of two hundred and fifty one dollars (\$251) in respect of each separate parcel with the base amount producing forty six point four percent (46.4%) of the total amount of the rate levy for the Residential Euston rate sub-category; and

RESIDENTIAL – OXLEY a rate of four point two four nine three seven (4.24937) cents in the dollar on the land value of all rateable land in the centre of the population being the Oxley Village Zone, being land which has been sub-categorised by the Council as **Oxley Residential** pursuant to Sections 516 and 529 of the Local Government Act, 1993 and subject to a base amount of one hundred and thirty dollars (\$130) in respect of each separate parcel with the base amount producing thirty five point eight percent (35.8%) of the total amount of the rate levy for the Residential Oxley rate sub-category; and

RESIDENTIAL – GENERAL – RURAL (0-2 hectares) a rate of zero point four three five seven four (0.43574) cents in the dollar on the land value of all rateable land used for residential purposes and not located within the Balranald, Euston or Oxley Village Zones, being land which has been sub-categorised by the Council as **Residential General – Rural (0-2 hectares)** pursuant to Sections 516 and 529 of the Local Government Act, 1993 and subject to a base amount of two hundred and fifty one (\$251) in respect of each separate parcel with the base amount producing forty two point zero percent (42.0%) of the total amount of the rate levy for the Residential General – Rural (0-2 hectares) rate sub-category; and

RESIDENTIAL – RURAL (2-40 hectares) a rate of zero point two five five five (0.2555) cents in the dollar on the land value of all rateable land used for residential purposes and not located within the Balranald and Euston or Oxley Village Zones, being land which has been sub-categorised by the Council as **Residential General – Rural (2-40 hectares)** pursuant to Section 516 and 529 of the Local Government Act, 1993, subject to a base amount of two hundred and fifty one dollars (\$251) in respect of each separate parcel with the base amount producing thirty two point four percent (32.4%) of the total amount of the rate levy for the Residential General – Rural (2-40 hectares) rate sub-category; and

BUSINESS – BALRANALD a rate of two point three six two seven eight (2.36278) cents in the dollar on the land value of all rateable land in the Balranald Village Zone, being land which has been sub-categorised by the Council as **Business Balranald** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of five hundred and forty dollars (\$540) in respect of each separate parcel with the base amount producing nineteen point eight percent (19.8%) of the total amount of the rate levy for the Business Balranald rate sub-category;

and

BUSINESS – EUSTON a rate of one point seven zero two seven seven (1.70277) cents in the dollar on the land value of all rateable land in the Euston Village Zone, being land which has been sub-categorised by the Council as **Business Euston** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of five hundred and forty dollars (\$540) in respect of each separate parcel with the base amount producing twelve point five (12.5%) of the total amount of the rate levy for the Business Euston rate sub-category; and

BUSINESS – RURAL a rate of one point one two four two four (1.12424) cents in the dollar on the land value of all rateable land outside of any of the Balranald Shire Residential Village Zones and not identified in the otherwise described business areas, being land which has been sub-categorised by the Council as **Business - Rural** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of two hundred and fifty one dollars (\$251) in respect of each separate parcel with the base amount producing forty point six percent (40.6%) of the total amount of the rate levy for the Business - Rural rate sub-category; and

BUSINESS – PARISH OF CHADWICK – SOLAR FARMS rate of three point seven six nine eight two (3.76982) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Parish of Chadwick – Solar Farms** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of two thousand, seven hundred and ten dollars (\$2,710) in respect of each separate parcel with the base amount percentage producing three point nine percent (3.9%) of the total amount of the rate levy for the Business – Parish of Chadwick – Solar Farms sub category.

BUSINESS – RURAL GRAVEL & SAND EXTRACTION a rate of two point zero zero nine zero one (2.00901) cents in the dollar on the land value of all rateable land in the Balranald Shire area which has been sub-categorised by the Council as **Business – Rural Gravel & Sand Extraction** (excluding mineral sands and gypsum extraction) pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of one hundred and forty one dollars (\$141) in respect of each separate parcel with the base amount producing forty two point eight percent (42.8%) of the total amount of the rate levy for the Business – Rural Gravel & Sand Extraction sub-category; and

BUSINESS – PARISHES OF PAIKA, PENARIE, WOOLPAGERIE, WILLILBAH EAST & MAGENTA – GYPSUM EXTRACTION a rate of six point one nine nine two nine (6.19929) cents in the dollar on the land value of all rateable land in the Balranald Shire area which has been sub-categorised by the Council as **Business – Parishes of Paika, Penarie, Woolpageri, Willibah East & Magenta – Gypsum Extraction** (excluding mineral sands, gravel and sand extraction) pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of seven hundred and eight six dollars (\$786) in respect of each separate parcel with the base amount producing five point nine percent (5.9%) of the total amount of the rate levy for the Business – Parishes of Paika, Penarie, Woolpagerie, Willibah East & Magenta – Gypsum Extraction sub-category; and

BUSINESS – PARISHES OF WILLILBAH, BIDURA, SOLFERINA and MAGENTA- MINERAL SANDS EXTRACTION (LOCATION A) a rate of nine point five nine seven eight nine (9.59789) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Parishes of Willilbah, Bidura, Solferina and Magenta – Mineral Sands Extraction (Location A)** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of two seven one zero dollars (\$2,710) in respect of each separate parcel with the base amount percentage producing zero point two eight percent (0.28%) of the total amount of the rate levy for the Business – Parishes of Willilbah, Bidura, Solferina and Magenta – Mineral Sands Extraction (Location A) sub-category;

BUSINESS – PARISHES OF PITAPUNGA, CROKEE, MUCKEE & LAWRENCE – MINERAL SANDS EXTRACTION (LOCATION B) a rate of zero point one nine eight three (0.1983) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as Parishes of Pitapunga, Crokee, Muckee & Lawrence – Mineral Sands Extraction (Location B) pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of two thousand, seven hundred and ten (\$2,710) in respect of each separate parcel with the base amount percentage producing seventeen point six percent (17.6%) of the total amount of the rate levy for the **Business – Parishes of Pitapunga, Crokee, Muckee & Lawrence sub category**; and

BUSINESS – ACCOMMODATION CAMPS a rate of three point five (3.5000) cents in the dollar on the land value of all rateable land within the Balranald Shire area which will be sub-categorised by the Council as **Business – Accommodation Camps** pursuant to Sections 518 and 529 of the Local Government Act, 1993 and subject to a base amount of five hundred and forty dollars (\$540) in respect of each separate parcel with the base amount percentage producing five point eight one percent (5.81%) of the total amount of the rate levy for the **Business – Accommodation Camps sub category**

2. Council increases the Notional yield by the maximum 4.6% per annum, being the Rate Peg % approved by the Independent Pricing and Regulatory Tribunal of NSW (IPART); and

3. In accordance with the provisions of Section 535 of the Local Government Act, 1993, Council adopts the Revenue Policy and Fees & Charges (as detailed in Attachment 2 and below) for the 2026/2027 Financial Year;

4. In accordance with the provisions of Section 566 (3) of the Local Government Act, 1993, Council determines the interest rate on overdue rates and charges for the period from 1 July 2026 until 30 June 2027 to be 9.5%; and

5. In accordance with the provisions of Section 566 (3) of the Local Government Act, 1993, Council determines that the interest rate on overdue debtors for the period from 1 July 2026 until 30 June 2027 to be 9.5%.

Report

The Revenue Policy outlines the proposed Rates and Annual Charges and Fees and Charges for the 2025/2026 Financial Year. The Revenue Policy was advertised for a period of twenty-eight (28) days together with Council's Operational Plan & Budget for the 2026/2027 Financial Year.

The Draft Budget for the 2026/2027 Financial Year is underpinned by a rate increase of 4.6% in line with the Rate Peg determined by IPART for all rateable properties.

The Revenue Policy is required to be adopted by resolution of Council prior to 30 June each year. The Draft Revenue Policy for the 2026/2027 Financial Year includes the following:

- A statement with respect to each ordinary rate to be levied including the ad valorem amount (the amount in the dollar) of the rate.
- Whether the rate is to have a base amount and, if so the amount in dollars of the base amount.
 - a) The percentage, in conformity with Section 500 of the Act:
 - i. of the total amount payable by the levying of the rate, or

- ii. in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce;
 - b) the estimated yield of the rate; and
 - c) the categories or sub-categories of land in respect of which council proposes to levy the rate.
- Council is required to make and levy its ordinary rates and annual charges each year on land in the Balranald Shire area.

As described in the Draft Revenue Policy and Schedule of Fees and Charges, Council proposes to levy an ordinary rate for the following categories and sub-categories:

- Farmland – General;
- Farmland – Irrigable – Horticulture;
- Farmland – Intense;
- Residential – Balranald;
- Residential – Euston;
- Residential – Oxley;
- Residential – General – Rural (0-2 hectares);
- Residential – Rural (2-40 hectares);
- Business – Balranald;
- Business – Euston;
- Business – Rural;
- Business – Rural Gravel & Sand Extraction;
- Business – Parishes of Paika, Woolpagerie, Penarie Woolpagerie, Willibah East & Magenta – Gypsum Extraction;
- Business – Parishes of Willibah, Bidura, Solferina and Magenta – Mineral Sands (Loc A) Extraction;
- Business – Parishes of Pitapunga, Crokee, Muckee, Lawrence – Mineral Sands (Loc B) Extraction;
- Business – Parish Chadwick - Solar Farms;
- Business – Accommodation Camps.

In addition, all other charges for water, sewer and waste management have been increased by 4.6%, with the exception of Pedestal charges for Accommodation Camps, which has not been increased due to a significant increase in the number of services provided.

The schedule of Fees and Charges, including other annual service access fees and user charges has seen, on average, an increase of 4.6%. Fees and charges are levied on the basis of a combination of statutory amounts, partial cost recovery and full cost recovery, as detailed in the schedule.

The proposed Fees & Charges, include the following:

Raw Water Supply Charges - Balranald and Euston

All Access and Water Usage charges have been calculated in accordance with the following scale, subject to the proviso that where a property has more than one connection each connection shall be charged separately:

Raw Water Access Charges

Connection Size	Annual Charge
20 mm connection (Base Access Charge)	\$ 423.00
25 mm connection	\$ 660.00
32 mm connection	\$ 1,083.00
40 mm connection	\$ 1,691.00
50 mm connection	\$ 2,642.00
80 mm connection	\$ 6,761.00
100 mm connection	\$10,566.00

Usage Charges for Raw water will be \$1.25 per kilolitre up to 600 kilolitres usage, then \$1.86 per kilolitre for usage over 600 kilolitres. Raw Water usage on community land will be charged at 0.51 cents per kilolitre.

Note: Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the connection charge for each additional dwelling thereafter.

Filtered Water Access Charges - Balranald and Euston

All Access and Water Usage charges have been calculated in accordance with the following scale, subject to the proviso that where a property has more than one connection each connection shall be charged separately:

Filtered Water Access Charges

Connection Size	Annual Charge
20 mm connection (Base Access Charge)	\$ 485.00
25 mm connection	\$ 758.00
32 mm connection	\$ 1,243.00
40 mm connection	\$ 1,942.00
50 mm connection	\$ 3,034.00
80 mm connection	\$ 7,768.00
100 mm connection	\$12,137.00

Usage Charges for Filtered water will be \$1.98 per kilolitre up to 400 kilolitre usage, then \$3.03 per kilolitre for usage over 400 kilolitres.

Note: Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the base 20mm connection charge for each additional dwelling thereafter. All other Water fees are listed in the Fees and Charges document and incorporated into Council's Operational Plan.

Sewerage Access Charges – Balranald and Euston

Residential sewer access charges are standardised to a base access charge of \$797.

Non-Residential sewer access charges will be calculated in accordance with the following scale based on the size of the filtered water supply connection to the property, subject to the proviso that where a property has more than one sewer connection each connection shall be charged separately and provided further that in the event a residential property having access to the Balranald and Euston Sewerage Reticulation Mains that only has a raw water connection, the following scale of charges shall apply accordingly:

Non-Residential Sewer Access Charges

Connection Size	Annual Charge
20 mm connection (Base Access Charge)	\$ 797.00
25 mm connection	\$ 1,245.00
32 mm connection	\$ 1,950.00
40 mm connection	\$ 3,189.00
50 mm connection	\$ 4,982.00
Unconnected at 75% of base access charge	\$ 597.75

Note: Flats, Units, Multiple Dwellings will be charged with a Connection Charge plus 50% of the base 20mm connection charge for each additional dwelling thereafter.

A Pedestal Charge will apply to any accommodation camp facility and levied at \$200 per pedestal (unchanged).

A sewer usage charge of \$2.40 per kilolitre shall be levied on all non-residential properties, according to the actual volume of filtered water usage to which a Sewer discharge factor (SDF) has been applied.

Waste Management Charges

Domestic Waste Management Charge

A waste management service charge of \$516 is applied to all assessments which are rateable occupied residential land to which the weekly collection service is available.

A property can request more than one weekly bin collection service for \$361 for each bin collection after the first.

Domestic and Commercial Waste Access Charges

Charges are proposed as scheduled hereunder:

Domestic Waste Charge (all areas)	\$ 516.00
Additional Domestic Waste Collection	\$ 361.00
Commercial weekly bin collection service (Euston)	\$ 516.00
Additional commercial collection – weekly (Euston)	\$ 361.00
Commercial twice weekly collection service (Balranald)	\$ 757.00

Additional commercial collection – twice weekly (Balranald)	\$ 516.00
Vacant Land where collection service is available	\$ 84.00

A charge of \$84 per assessment applies for all rateable, unoccupied residential land to which the weekly collection service is available.

Stormwater Management Charge

Council will levy a stormwater management charge, under section 496A of the Local Government Act, 1993 against rateable properties for which the service is available in order to establish and sustain a funding source for improved stormwater management.

This charge appears as a separate charge on the rate notice.

Residential Property per annum	\$ 25.00
Residential Strata Property per annum	\$ 12.50
Business Property per annum	\$ 25.00
Business Strata Property per annum	\$ 12.50

Public Submissions

At the completion of the statutory period for public consultation, where all proposed Rates, Fees and other charges were placed on exhibition, Council had received no public submissions.

Internal Submissions

There are no internal submissions relating to any aspect of the annual Revenue Policy or proposed Fees and Charges.

The above recommendations are now submitted for Council endorsement.

FINANCIAL IMPLICATIONS

Fees & Charges support Council's Operating Budget and underpin the recoupment of costs incurred in delivering services to the community.

LEGISLATIVE IMPLICATIONS

Local Government Act, 1993.

POLICY IMPLICATIONS

Revenue Policy.

RISK RATING

Low.

STAKEHOLDER CONSULTATION

The Revenue Policy and Fees & Charges for the 2026/2027 Financial Year were placed on public exhibition for a minimum twenty-eight (28) days, from Wednesday 22 April 2026 until Monday 25 May 2026. No public submissions were received.

CARRIED

10.5 ADOPTION OF THE DRAFT BUDGET FOR THE 2026/2027 FINANCIAL YEAR**RESOLUTION 2026/132**

Moved: Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

That Council adopts the Draft Budget for the 2026/2027 Financial Year.

CARRIED

10.6 ADOPTION OF THE DRAFT OPERATIONAL PLAN FOR THE 2026/27 FINANCIAL YEAR**RESOLUTION 2026/133**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

That Council adopt the Draft Operational Plan for the 2026/2027 Financial Year.

CARRIED

10.7 MAYORAL AND COUNCILLOR FEES FOR 2026-27**RESOLUTION 2026/134**

Moved: Cr Iain Lindsay-Field

Seconded: Deputy Mayor Dwaine Scott

That Council:

1. Sets the annual Councillor Fee payable for the period 1 July 2026 to 30 June 2027 at \$14,450 as determined by the Local Government Remuneration Tribunal and in accordance with section 248 of the Local Government Act 1993.
2. Sets the annual Mayoral Additional Fee payable for the period 1 July 2026 to 30 June 2027 at \$31,510 as determined by the Local Government Remuneration Tribunal and in accordance with section 248 of the Local Government Act 1993.

CARRIED

10.8 COUNCILLOR SUPERANNUATION PAYMENTS**RESOLUTION 2026/135**

Moved: Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

That the report be received and noted and that Council endorse the payment of Superannuation to any Councillor choosing to take up the offer.

CARRIED

RESOLUTION 2026/136

Moved: Cr Leigh Byron

Seconded: Cr Iain Lindsay-Field

That the late item 10.9 Australian Local Government Women's Association (ALGWA) 75th Anniversary Conference be admitted to the agenda.

CARRIED**10.9 AUSTRALIAN LOCAL GOVERNMENT WOMEN'S ASSOCIATION (ALGWA) 75TH ANNIVERSARY CONFERENCE****RESOLUTION 2026/137**

Moved: Cr German Ugarte

Seconded: Cr Iain Lindsay-Field

That Council;

1. Determine whether it would like representatives to attend the ALGWA 75th anniversary Conference held on Thursday, 20 to Saturday, 22 August 2026; and
2. Nominate Crs Tracy O'Halloran, Alison Linnett and Ms Edna Mendes and Hodi Beauliv to attend the ALGWA 75th anniversary Conference.

CARRIED

PART B – ITEMS FOR INFORMATION**11 CHIEF EXECUTIVE OFFICER'S REPORTS****11.1 REPORT OF FINANCIAL INFORMATION****RESOLUTION 2026/138**

Moved: Cr Iain Lindsay-Field

Seconded: Deputy Mayor Dwaine Scott

That Council notes the financial information contained in this report for the period ending 31 May 2026.

CARRIED

11.2 MONTHLY INVESTMENTS REPORT**RESOLUTION 2026/139**

Moved: Deputy Mayor Dwaine Scott

Seconded: Cr Iain Lindsay-Field

That Council note the information provided in this report.

CARRIED

11.3 OUTSTANDING RATES AND USAGE CHARGES AS AT 31 MAY 2026**RESOLUTION 2026/140**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Leigh Byron

That Council notes the information contained within this report.

CARRIED

11.4 OUTSTANDING DEBTORS AS AT 31 MAY 2026**RESOLUTION 2026/141**

Moved: Cr Leigh Byron

Seconded: Cr Tracy O'Halloran

That Council note the report.

CARRIED

11.5 SERVICE REQUEST INFORMATION REPORT**RESOLUTION 2026/142**

Moved: Cr Tracy O'Halloran

Seconded: Cr Phillip Pippin

That the report be received and noted.

CARRIED

11.6 WESTERN REGION OF COUNCILS SUSTAINABILITY PROJECT - ADVOCACY PAPER AND PROJECT PLAN**RESOLUTION 2026/143**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

That Council notes the report.

CARRIED

11.7 GRANT FUNDED PROJECTS STATUS UPDATE**RESOLUTION 2026/144**

Moved: Cr Tracy O'Halloran

Seconded: Cr German Ugarte

That Council note the May Grants Projects Update report.

CARRIED

11.8 PLANNING UPDATE FOR MAY 2026**RESOLUTION 2026/145**

Moved: Cr German Ugarte

Seconded: Cr Leigh Byron

That Council notes the report.**CARRIED**

11.9 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT**RESOLUTION 2026/146**

Moved: Cr Alison Linnett

Seconded: Cr Leigh Byron

That Council notes the report.**CARRIED**

11.10 TECHNICAL AND PROJECT SERVICES UPDATE FOR MAY 2026**RESOLUTION 2026/147**

Moved: Cr Tracy O'Halloran

Seconded: Deputy Mayor Dwaine Scott

That Council notes the report.**CARRIED**

11.11 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM**RESOLUTION 2026/148**

Moved: Cr Alison Linnett

Seconded: Deputy Mayor Dwaine Scott

That the report be received and noted.

CARRIED

11.12 CORRESPONDENCE**RESOLUTION 2026/149**

Moved: Cr German Ugarte

Seconded: Cr Iain Lindsay-Field

That the report be received and noted.

CARRIED

11.13 OUTSTANDING ACTIONS**RESOLUTION 2026/150**

Moved: Cr German Ugarte

Seconded: Cr Tracy O'Halloran

That the report be received and noted.

CARRIED

11.14 CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT**RESOLUTION 2026/151**

Moved: Cr Leigh Byron

Seconded: Cr Tracy O'Halloran

That Council notes the report.

CARRIED

12 NOTICE OF MOTION / QUESTIONS ON NOTICE

Nil

6 CONFIDENTIAL MATTERS

Nil

The Meeting closed at 6.11 PM.

The minutes of this meeting were confirmed at the Council Meeting held on 21 July 2026.

.....
MAYOR

Euston Progressive Advisory Committee held on Monday 25 May 2026

MINUTES OFFICER: Santina Zappia

AGENDA ITEM	DISCUSSION
1.	Meeting Open: 5.30pm Attendees:
COMMITTEE MEMBERS Guy Fielding Santina Zappia Phil Cocks Lena Cocks Mario Chirchiglia Teresa Garreffa	
COUNCIL COUNCIL: Terry Dodds (CEO) Hodi Beauliv (Executive Manager, Community & Governance)	
Welcome of country:	
2.	Apologies: Tracy O'Halloran (Councilor), Louie Zaffina (Mayor), Connie Mallet, Rusty Roberts, Kathy Garreffa
3.	Disclosures of Interest: NIL
4.	Confirmation of minutes: Moved: Phil Seconded: Terry
5.	Matters arising from minutes: Hodi: Painting of the club rooms wasn't covered in the funding (\$4,800), this was paid for by the committee of the club rooms. EPAC acknowledges the commitment of Rusty Roberts to being manager of the club rooms. Terry: Still looking into the situation about the gas bottles at the grounds. Half of the old chairs from the clubroom have been donated to other communities in our Shire.

6.	Agenda Items:
	EPAC committee went over the draft copy of the Euston to Robinvale river walk brochures, just needed to make a couple of small changes e.g.: take out the giant emu and replace it with the Regent Parrots in the tree, picture. EPAC discussed progress and updates to the Rolling Action Plan. Euston Town Entry Signs - add a photo of the Regent Parrot in the top corner. Funds need to be sorted on sales of Regent Parrot merchandise, Hodi will get back to Guy. Census has an information session in mid-July 2026.
7.	Correspondence:
	NIL
8.	Items Without Notice
	Mario: What was the feedback on the playground in Garreffa Parade? Terry to follow it up. Santina: What's happening with the planting of trees coming into the Euston at the town entrance sign? Terry to follow up.
9.	MEETING CLOSED 7:10pm - Next Meeting – Monday 29th June 2026

Tourism & Economic Development Advisory Committee Meeting

held on

Wednesday 27 May 2026

CHAIR: Iain Lindsay-Field
MINUTES OFFICER: Mon Carmichael

AGENDA ITEM	DISCUSSION
1.	Meeting Open: 5:34pm Attendees:
COMMITTEE MEMBERS ✓ Iain Lindsay-Field (appointed Chair) ü Simone Carmichael (Secretary) ✓ Sam Pappa ü Patsy Winch ✓ Lynda Moss ü German Ugarte ü Louie Zaffina COUNCIL ✓ Terry Dodds (BSC CEO) ü Connie Mallet (BSC Tourism, Communication & Events Coordinator) ✓ Hodi Beauliv (BSC Exec Manager Community & Governance) GUESTS/Observers ü Clr Alison Linnett	
2.	Acknowledgement of Country: Iain
3.	Apologies: Louie Z, Connie M, Alison L
4.	Disclosures of Interest: - Nil
5.	Review of April Minutes: Moved German, Second Lynda. Carried unanimous
6.	Business arising from April Minutes:
<u>1 re: Indigenous Ranger Program.</u> Terry advised that Council had met with Sally Wolfe, Indigenous Ranger programs manager with ESI. Seven people have been recruited into the program from Balranald and 10 from Dareton. ESI are a privately owned Aboriginal education service provider, they have several large government contracts including the Australian Defense Force. ESI have been engaged to deliver an Indigenous Ranger program here and have \$2.1M in labor funding. They have asked Council to provide options for works for the rangers and Terry will consult the Councilors and staff to nominate and prioritise. Terry asked the TED members to nominate some tasks with the following put forward; - Bush Tucker Garden - Native Nursery/Seed Collecting - Assist in project office refurbishment (between Foodworks & Post Office) - Maintenance of the River Walking Track - Build a bike path around Balranald - Redesign and construct new main street garden beds. - Extend the River Walking Track to Yanga Woolshed - Aboriginal Site Mapping & Recording in AHIMS database - Clean out the old goal	

6.2 re: Town entrance signage designs. Connie forwarded new designs to TED members via email as requested.
6.3 re: Fish Tank for Discovery Pavillion. Action: German to provide a list of materials needed to establish the tank. Hodi to arrange pickup of the tank from German.

7. BSC Tourism/Projects update:

7.1 Town Entrance Signage Design – held over due to CM absence

7.2 Business Xchange Event – An invitation is extended to TED members to attend this event to be held 10 June, 6:30pm in the new Discovery pavilion. Business Xchange Catch-up's encourage local businesses to mingle and exchange ideas. There is a lot of positive change in the area including a new kayak fishing tourism business, new owners for the Balranald butcher shop, new owners for foodworks, re-opening of Balranald Hydraulics and possible sale of Bodinnars Hardware.

Action: Council were asked if businesses could be given a personal invite to attend as some thought it was only for tourism businesses.

7.3 Transgrid Community Partnership Program – Transgrid have indicated that they may have an interpretive model of a new transmission tower that could be placed in the Discovery Pavillion.

Action: German to follow up.

8. **New Business:**

1 Old Gaol Tourism Opportunities – correspondence received from Tina & Alan Powis regarding the tourism potential of the old Balranald Gaol. Lengthy discussion was held on the matter with all in attendance agreeing that the goal should be brought up to standard where it can be opened daily for visitors. Consideration should be given to protecting the historic etchings on the walls of the building. The discussion included the possibility of showing the goal to John Larkin who was pivotal in developing the new RFDS visitor center in Broken Hill. John is coming to Balranald to advise on possibilities for the Southern Cross Museum.

Action: TED committee are invited to attend a dinner with John Larkin, 6:30pm at the Balranald Ex-Services Club on Monday 1 May to exchange ideas.

Recommendation to Council: The TED committee recommends that Council consider organising an open day to clean up the Balranald gaol with the aim to open daily to visitors.

Action: Hodi to facilitate a meeting between John Larkin & Tina Powis to discuss tourism opportunities at the Balranald gaol.

9. **Business Without Notice**

1 Reggie the Parrot – German has developed a tourism mascot for Euston featuring a stylised character of a Regent Parrot called Reggie.

2 Local Purchasing Policy – Iain read a statement prepared by him regarding the Balranald Shire Council's procurement policy and weighting given to local providers. Iain shared his view that local businesses should be given greater preference when tendering for Council contracts and outlined how this might be achieved by amending the current weightings. Terry indicated that it may be possible, but Council is obliged to ensure any changes to procurement policy adhere to NSW Local Government and other relevant legislation. Hodi and Mon outlined the process for procuring large government contracts and the issue of winning vendors often sub-contracting to their preferred suppliers who generally are not local.

Most present agreed in principal that local businesses should be given preference as long as it complies with relevant legislation.

Meeting closed 7:13pm.

Next Meeting – Wednesday, 10 June 2026. 5:30pm at Council Chambers (TBC)

NB: Meeting prior to the Business Xchange event to discuss entrance sign designs, most members will be absent on 24 June.

Donation Requests – Sporting Participants



Donations Application Form

Address applications to:

General Manager
Balranald Shire Council
PO Box 120
BALRANALD NSW 2715

Privacy Management

Information provided in this form is required in order to process the application. Provision of the information is voluntary; however, if insufficient information is provided, Council will be unable to process the application. The information will be available to authorised officers and may be made available to public enquiries under Government Information (Public Access) Act 2009.

GUIDELINES FOR APPROVAL OF COUNCIL DONATIONS

Council's donation program is an opportunity to give funding and recognition to individuals, community groups and organisations that play an important part in helping develop the region's environmental sustainability, community wellbeing, economic prosperity and cultural life.

Council donations generally do not apply to individuals however in certain circumstances donations may be provided.

Organisations will be eligible for a maximum of \$500.00 per financial year. Applications are required to meet eligibility criteria outlined in Council's Donations Policy.

More information regarding this funding can be requested by contacting Council's Director Corporate and Community Development on 03 5020 1300.

1. Community group or organisation details

Please note, to avoid duplication, the details provided below will become your organisation's principle contact for all correspondence relating to the Donations Programme.

Community group or organisation: Rachael Jones

Postal address: 88 RIVER ST BALRANALD NSW 2715

Contact person: Deanne Jones (MOTHER)

Position: _____ Telephone No: 0429 201460

E-mail address: deejones-3@hotmail.com

2. Objectives of your community group or organisation:

NSWCHSSA STATE CROSS COUNTRY RUNNING CHAMPIONSHIPS.

3. Is your organisation not for profit? ☒ Yes / No

4. Is your organisation registered for GST? Yes / (No) (please circle)

5. ABN Number (if applicable): _____

6. Project or Event Name: NSWCHSSA STATE CROSS COUNTRY CHAMPIONSHIP

7. Amount Requested \$: 250

8. Is the project still viable if your community group or organisation receives less than the requested amount?
Provide reason

My Family would make it possible.

9. If income exceeds expenses what will happen to the excess funds?

use it on my next state trip to Dubbo.

10. Project Details – please complete the section below or attach a copy of your event plan

Brief project description		<u>NSWCHSSA RIVERINA TEAM</u>	
What are you going to do?		<u>RUN STATE CROSS COUNTRY</u>	
When are you going to do it?		<u>21ST JULY 2026</u>	
Where are you going to do it?		<u>SYDNEY</u>	
Who is involved?		<u>NSWCHSSA</u>	
Why are you doing it?		<u>REPRESENTING OUR SCHOOL AND COMMUNITY.</u>	
Start Date	<u>20TH JULY</u>	Finish Date	<u>21ST JULY</u>
List each component of your project		Cost of component	Amount requested from Council
<u>FLIGHTS - RETURN</u>		<u>\$ 580</u>	<u>\$ 150</u>
<u>ACCOM</u>		<u>\$ 350</u>	<u>\$ 100</u>
		<u>\$</u>	<u>\$</u>
		<u>\$</u>	<u>\$</u>
TOTAL (include gst)		<u>\$ 930</u>	<u>\$ 250</u>
Please list any funding your organisation has received in the past 18 months (Council and External)			
Date funding received	Amount of funding	Purpose of funding	Have you met all the acquittal conditions of previous funding?
<u>21/04/26</u>	<u>\$250</u>	<u>STATE SWIMMING</u>	<u>YES.</u>

Name: Deanne Jones

Name: _____

Position: MOTHER

Position: _____

Signature: Deanne Jones

Signature: _____

Date: 19/6/26

Date: _____

Rachael Jones

88 River Street

Barranald NSW 2715

Year 7 Student, Barranald Central School

19.06.2026

To the General Manager,

My name is Rachael Jones, I am writing to kindly request travel support as I prepare to represent Barranald Central School, Barranald Community and the Riverina region at the NSWCHSSA State Cross Country Running Championships.

I have proudly represented our school at Riverina level in Gundagai for the past three years, and this year I have been selected to compete at the NSW State Championships, held at Sydney International Equestrian Centre on the 21st of July 2026. Over two days I will travel and compete alongside my cousin Ayla. I am very excited for the opportunity to be returning to Sydney at this level as a 12-year-old in year 7, just starting high school and to have Ayla beside me makes this experience even more special as she competes for the school and community for the last time as she completes year 12 this year. Twice this year I will have travelled to Sydney to represent our small community, I am super proud of my achievements in swimming and now cross country running this year and look forward to representing the school again in September as I am part of the under 16s Netball team to play in Dubbo at NSWCHSSA State Netball Championships.

Travelling to Sydney and staying for the duration of the competition involves significant costs for my family. Any assistance the Council can provide would greatly support my opportunity to compete at this level and continue representing our community with pride.

Thank you very much for considering my request. I truly appreciate the ongoing support the Club provides to young people in our community.

Kind regards,

Rachael Jones

Dccjones_3@hotmail.com

0429201460



Donations Application Form

RECEIVED
23 JUN 2026

Address applications to:
General Manager
Balranald Shire Council
PO Box 120
BALRANALD NSW 2715

Privacy Management

Information provided in this form is required in order to process the application. Provision of the information is voluntary; however, if insufficient information is provided, Council will be unable to process the application. The information will be available to authorised officers and may be made available to public enquiries under Government Information (Public Access) Act 2009.

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Council's donation program is an opportunity to give funding and recognition to individuals, community groups and organisations that play an important part in helping develop the region's environmental sustainability, community wellbeing, economic prosperity and cultural life.

Council donations generally do not apply to individuals however in certain circumstances donations may be provided.

Organisations will be eligible for a maximum of \$500.00 per financial year. Applications are required to meet eligibility criteria outlined in Council's Donations Policy.

More information regarding this funding can be requested by contacting Council's Director Corporate and Community Development on 03 5020 1300.

1. Community group or organisation details

Please note, to avoid duplication, the details provided below will become your organisation's principle contact for all correspondence relating to the Donations Programme.

Community group or organisation: Ayla Campbell

Postal address: 132 Market St Balranald NSW 2715

Contact person: Krystle Pearce (MOTHER)

Position: _____ Telephone No: 0423314842

E-mail address: Krystlenco@gmail.com

2. Objectives of your community group or organisation:

NSWCHSSA STATE CROSS COUNTRY RUNNING CHAMPIONSHIPS.

3. Is your organisation not for profit? ☒ Yes / No

Ayla Campbell

132 Market Street

Balranald NSW 2715

Year 12 Student, Balranald Central School

19.06.2026

To the General Manager,

My name is Ayla Campbell, I am writing to kindly request travel support as I prepare to represent Balranald Central School, Balranald Community and the Riverina region at the NSWCHSSA State Cross Country Running Championships.

I have proudly represented our school at Riverina level in Gundagai for the past three years, and last year and again this year I have been selected to compete at the NSW State Championships, held at Sydney International Equestrian Centre on the 21st of July 2026. Over two days I will travel and compete alongside my younger cousin Rachael Jones.

I am very excited for the opportunity to be returning to Sydney and compete at this level again. Having Rachael beside me makes this experience even more special as I complete for the school and our community for the last time as I complete my schooling in October 2026. Twice I have travelled to Sydney to represent our small school committee in this event. I'm super proud of my sporting achievements in my time at Balranald Central School.

Travelling to Sydney and staying for the duration of the competition involves significant costs for my family. Any assistance the Council can provide would greatly support my opportunity to compete at this level and continue representing our community with pride.

Thank you for considering my request. I will enjoy representing Balranald Central School and Balranald township with pride for the last time at this level.

Kind regards,

Ayla Campbell

krystlenco@gmail.com

0423314842

4. Is your organisation registered for GST? Yes / No (please circle)

5. ABN Number (if applicable): _____

6. Project or Event Name: NSWCHSSA STATE CROSS COUNTRY CHAMPIONSHIPS

7. Amount Requested \$: 250

8. Is the project still viable if your community group or organisation receives less than the requested amount?
Provide reason

My Family will help make this possible

9. If income exceeds expenses what will happen to the excess funds?

put it towards fuel so I can get to Netball on Saturdays.

10. Project Details – please complete the section below or attach a copy of your event plan

Brief project description		NSWCHSSA RIVERINA TEAM	
What are you going to do?		RUN STATE CROSS COUNTRY	
When are you going to do it?		21ST JULY 2026	
Where are you going to do it?		SYDNEY	
Who is involved?		NSWCHSSA	
Why are you doing it?		REPRESENTING OUR SCHOOL AND COMMUNITY	
Start Date	20TH JULY	Finish Date	21ST JULY
List each component of your project		Cost of component	Amount requested from Council
RETURN FLIGHTS		\$ 580	\$ 150
ACCOM		\$ 350	\$ 100
		\$	\$
		\$	\$
TOTAL (include gst)		\$ 930	\$ 250
Please list any funding your organisation has received in the past 18 months (Council and External)			
Date funding received	Amount of funding	Purpose of funding	Have you met all the acquittal conditions of previous funding?
		STATE C/C	YES

Name: Krystle Pearce

Position: MOTHER

Signature: [Signature]

Date: 19/6/26

Name: _____

Position: _____

Signature: _____

Date: _____

Review on Councils Policies



POLICY REGISTER

Keeping of Animals

Policy adopted: 2022
Reviewed: 2025
File Ref:D25.111751

DOCUMENT CONTROL

Issue.	Prepared/Revised by and Date	Action/Amendment Description	Approved By and Date
1.0	21.02.2017	First Edition	Minute No. 02.17.3924
1.1	Planning Department 25.07.2025	Updated legislation references and minor grammatical and formatting changes	

TABLE OF CONTENTS

- 1.** INTRODUCTION
- 2.** AREA TO WHICH THIS POLICY APPLIES
- 3.** SCOPE
- 4.** AIMS AND OBJECTIVES
- 5.** GUIDELINES TO THE NUMBER OF ANIMALS TO BE KEPT ON PREMISES
- 6.** COUNCIL'S POWER TO CONTROL AND REGULATE THE KEEPING OF ANIMALS
- 7.** GIVING ORDERS BY COUNCIL
- 8.** TABLE 1 REQUIREMENTS
- 9.** NOTES
- 10.** APPENDIX 1 – MAP SHOWING TOWN BOUNDARIES

Please note:

It is not intended within this policy to regulate the way animals should be kept. It is, however, necessary that this policy should provide guidance about the criteria Balranald Shire Council will use when determining whether to issue an order when it becomes aware that animals are causing some form of undesirable impact on the community.

1: INTRODUCTION

This policy seeks to inform the Balranald Shire Community of Council's regulatory requirements concerning the keeping of animals in the Balranald Shire Council area.

This Policy aims to:

- a) Minimise the incidence of nuisance being caused to persons.
- b) Protect the welfare and habitat of wildlife; and
- c) Safeguard the environment.

It is well documented that the keeping of companion animals and/or pet animals is usually most beneficial to the well-being of people. Nevertheless, on occasions, complaints are made to Council where animals of an inappropriate kind or number are being kept or where the animals and their accommodation are not being looked after properly.

2: AREA TO WHICH THIS POLICY APPLIES

Within the Balranald and Euston Townships as indicated by the maps in Appendix 1 - Town Boundaries.

3: SCOPE

This policy applies to animals kept for domestic purposes, as companion animals, pets or for hobby interests. This Policy is not intended to replace or supersede the requirements of the *Companion Animals Act 1998* or the *Prevention of Cruelty to Animals Act 1979*.

More stringent conditions will be applied to the keeping of animals for commercial purposes, including boarding, breeding, grooming, caring, treatment, training, racing, exhibiting, trading, or selling.

Where it is intended to keep animals for any commercial purposes, it is necessary that a development application be submitted to Balranald Shire Council and planning consent obtained prior to the undertaking of the activity.

Consent to the operation of Commercial Animal Establishments may not be permitted where Council considers that the proposal would be harmful to the amenity of the locality.

4: AIMS AND OBJECTIVES

- a) To inform the community of the main statutory restrictions and acceptable limits which apply to the keeping of certain animals for domestic purposes.
- b) To give guidance and advice to persons as to the keeping of animals for domestic purposes.
- c) To minimise local nuisance.
- d) Maximise residential amenity.
- e) Ensure that the keeping of animals does not compromise minimum standards of public health, safety, and convenience.
- f) To establish local standards, acceptable to the Community, for the keeping of animals.
- g) To publicly notify the circumstances that the Council will consider in determining whether to serve Order 18 under Section 124 of the *Local Government Act 1993* to prohibit, restrict or in some other way, require things to be done regarding the keeping of animals.

5: GUIDELINES FOR THE NUMBER OF ANIMALS TO BE KEPT ON PREMISES

Balranald Shire Council, on occasion, receives complaints about nuisance caused by keeping animals on premises.

Table 1 provides guidance about the number of animals that can reasonably be kept at a premise without causing a significant nuisance, provided the conditions specified in the table are adhered to.

The kinds of animals that are suitable to be kept at any premises will be determined having regard to the size of available yard area and the distance to the nearest building or dwelling.

It should not be assumed that animals of all kinds may be kept on a premises which forms part of a multiple dwelling allotment. Where a dwelling is owned within a Strata Plan, it will be necessary for the rules of the Body Corporate to be examined for requirements relevant to the keeping of animals.

Animals should be kept in a manner which does not:

- a) Create unclean or unhealthy conditions for people or for the animals;
- b) Attract or provide a harbourage for vermin;
- c) Create offensive noise or odours;
- d) Cause drainage nuisance or dust nuisance;
- e) Create waste disposal or pollution problems;
- f) Create an unreasonable annoyance to neighbouring residents;
- g) Create nuisance due to proliferation of flies, lice, fleas or other pests and parasites; and
- h) Cause neighbouring residents to fear for safety.

Suitable facilities and shelters should be provided for all animals. Certain kinds of animals are required to be kept in enclosed locations to prevent escape or attack by predators.

Generally, other animals are to be securely enclosed with adequate fencing to prevent escape. Certain animal shelters should not be erected or located at premises without prior approval of Council. Please contact Balranald Shire Council's Planning & Environmental Services for further details.

Design guidelines for the size, layout and construction of animal shelters are produced by the various animal welfare organisations and the Department of Primary Industries and Regional Development - Agriculture. These may be adopted from time to time as supplements to this policy.

6: COUNCIL'S POWER TO CONTROL AND REGULATE THE KEEPING OF ANIMALS

Generally, Council's authority to control and regulate the keeping of animals are provided under Section 124 of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. *This is not a new power and has been available to Council since 1993.*

This Policy is intended to be used by Council to provide guidance about the criteria Balranald Shire Council will use when determining whether to exercise its powers to issue Order 18 when it becomes aware that animals are causing some form of undesirable impact on the community.

Balranald Shire Council may, given appropriate circumstances, issue an Order 18 to:

- a) Prohibit the keeping of various kinds of animals;
- b) Restrict the number of various kinds of animals to be kept at a premises; or
- c) Require that animals be kept in a specific manner.

Balranald Shire Council may also issue Orders requiring the occupier to do or refrain from doing such things that are specified to ensure that land or premises are placed or kept in a safe or healthy condition.

It is advised that Balranald Shire Council can exercise further controls over animals under the following Acts:

- a) *Companion Animal Act 1998*; (CAA 1998)
- b) *Protection of the Environmental Operations Act 1997*; (POEO 1997)
- c) *Environmental Planning and Assessment Act 1979*; (EP&A Act 1979)
- d) *Public Spaces (Unattended Property) Act 2021*; and
- e) *Food Act 2003* (prohibits animals to be kept where food is handled for sale) (FA 2003).

7: GIVING OF ORDERS BY COUNCIL

Upon complaint, Balranald Shire Council will inspect the premises and discuss any concerns with the owner/tenant of the premises in question. In addition, Council may liaise with community representatives with regards to solving the problem.

Where a problem is identified concerning the keeping of animals and it cannot be resolved by consultation, Council will proceed to issue a notice of its intention to serve an Order.

Normally a person will be given opportunity to make representations to Balranald Shire Council prior to a formal Order being issued. In situations where urgency is required, an emergency Order may be issued without prior notice.

Penalty

Any person not complying with an order may be liable to a maximum penalty of \$2,200.00. This is in accordance with the *Local Government Act 1993*. A penalty infringement notice of \$220.00 may also be issued by Council for failure to comply with an order.

Table 1:

Animal	Land Affected (Urban Boundaries)	Maximum Number (Excludes to Three months of age)	Minimum Distance (from Certain Buildings-See Note A)	Advisory Notes
Chickens (Excluding Roosters)		8 per dwelling or household	7.5 Metres Council may require a distance greater than 9 metres in some cases	The numbers must be appropriate to provide poultry products, e.g., up to eight chickens. Poultry must not create a nuisance, be a danger to health or be able to escape. Yards must be enclosed, kept clean, free from vermin and offensive odours and have hard floor in poultry house to ensure effective cleaning.
Roosters	Prohibited in ALL urban areas	Not Applicable	Not Applicable	The keeping of roosters is considered inappropriate due to noise.
Other Poultry (Ducks, geese, turkeys, pea and guinea fowl and pheasants)		Combined maximum of five total per dwelling or household	15 metres	Poultry must not create a nuisance, be a danger to health or be able to escape. Yards must be enclosed, kept clean, free from vermin and offensive odours and have hard floor in poultry house to ensure effective cleaning.

Animal	Land Affected (Urban Boundaries)	Maximum Number (Excludes to Three months of age)	Minimum Distance (from Certain Buildings-See Note A)	Advisory Notes
Pigeons		100 racing or 40 stock birds for active registered club members Non-members up to 20 birds	15 metres	Nuisance due to noise and also free flight is to be minimised. Flying times should be restricted to 2 hours after sunrise or 2 hours before sunset. “Open” lofts are not permitted. Free lofting is not permissible. On no account should birds be allowed to roost on/in neighbouring buildings. Lofts must be constructed to Council approval and have adequate visible landing platforms. They must be kept clean at all times with manure being disposed of correctly to minimise odours.
All birds except where otherwise specified		As appropriate to species, size of cage / aviary or bird room. Keepers of 50 birds or more must be members of official Aviculture Societies.		All birds should be kept in accordance with the Code of Ethics produced by the NSW Associated Bird Keepers and Traders Inc. A National Parks and Wildlife permit is required for the keeping and sale of protected bird species. Registered breeders may keep more birds (normal, breeding or show) but are subject to the requirements of the POEO Act 1997.

Animal	Land Affected (Urban Boundaries)	Maximum Number (Excludes to Three months of age)	Minimum Distance (from Certain Buildings-See Note A)	Advisory Notes
Sheep, Goats and Pigs	Prohibited in ALL urban areas	Not applicable	Not applicable	The keeping of sheep, goats and pigs is not considered appropriate in urban areas due to odours and noise. The provisions of the <i>Local Government (General) Regulation 2021</i> apply.
Bees	Prohibited in ALL urban areas	Not applicable	Not applicable	Under no circumstances are bees permitted to be kept in urban areas.
Horses and other hooved animals	Prohibited in ALL urban areas	Not applicable	Not applicable	Council may approve agistment on vacant allotments to help reduce overgrowth for short periods (not more than 21 consecutive days). Tethering subject to:) The horse being securely tethered so as to prevent access to roads and footpaths;) Not to be tethered between sunset and sunrise; and) Availability of water. Each application shall be treated on its merits. Approval may not be granted in every case. Applications must be submitted by the owner of the land.

Animal	Land Affected (Urban Boundaries)	Maximum Number (Excludes to Three months of age)	Minimum Distance (from Certain Buildings-See Note A)	Advisory Notes
Fish, aquariums and ponds		Not applicable	Not applicable	Water is to be maintained at clean and sufficient levels. Ponds must contain an area of shade and must be protected from predators by means of a cover or fencing. Ponds should be made child proof, to prevent drowning. The fence should comply with Australian Standards and applies to ponds 300mm or greater in depth.
Reptiles and other native animals		Not applicable	Not applicable	Shall be kept in accordance with DEECCW "Code of Practice for Private Keeping of Reptiles and native animals". All required licences must be obtained from National Parks and Wildlife. Reptiles and native animals are not to be sold through pet shops and must not be taken from the wild in accordance with DEECCW requirements.
Rodents (Mice and Rats)		Not applicable	Not applicable	Must not be kept to feed reptiles. Only domesticated breeds are permitted to be kept. Must be kept in rodent proof cages and

				enclosures.
Animal	Land Affected (Urban Boundaries)	Maximum Number (Excludes to Three months of age)	Minimum Distance (from Certain Buildings-See Note A)	Advisory Notes
Rabbits		Not more than 4 without approval	3 metres	Must be of a domestic breed. Wild rabbits are not to be kept without approval of LHPA. Hutch and cages must be kept clean and free from offensive odours with all waste material being disposed of in an appropriate manner. Must not be bred for the training of greyhounds under any circumstances.
Ferrets		Not more than 4 without approval	3 metres	Are not to be given live food. Must have adequate food and water at all times. Hutch or cage construction must be of a standard that prevents escape and be vermin proof. Must be secured at all times not be able to roam freely. All waste to be disposed of in an appropriate manner.

NOTES:

- a) The distances indicated in column three of the above table is to be measured in metres from the animal yard or enclosure to the nearest dwelling, public hall, school or premises used for the manufacture, preparation, sale or storage of food.
- b) Animal includes a mammal, bird, reptile, amphibian or fish. It does not include a human being (as defined in *Prevention of Cruelty to Animals Act 1979*).
- c) Schedule 2 of the *Local Government (General) Regulation 2021* specifies minimum standards for the keeping of animals. The distances specified (except in the case of pigs) may be varied at a meeting of the council and be notified in writing to the applicant in each particular case.
- d) Schedule 2 Division 2 of the *Local Government (General) Regulation 2021* allows for a variation of requirements of the keeping of poultry and Division 3 allows for variation to the requirements for the keeping of horses and cattle.
- e) All cages and enclosures, aviaries and or structures for the keeping of animals over 10m² of floor area and a height of 2.4 metres are subject to the approval of a development application.
- f) The combination of types of animals kept at a property will be assessed on its merits to minimise noise, odours and loss of amenity to neighbouring residents.
- g) All animal issues prior to the adoption of this Keeping of Animals Policy, will be considered on their merits and in accordance with any prior management plan or policy previously adopted or used by Council.
- h) **Horses**

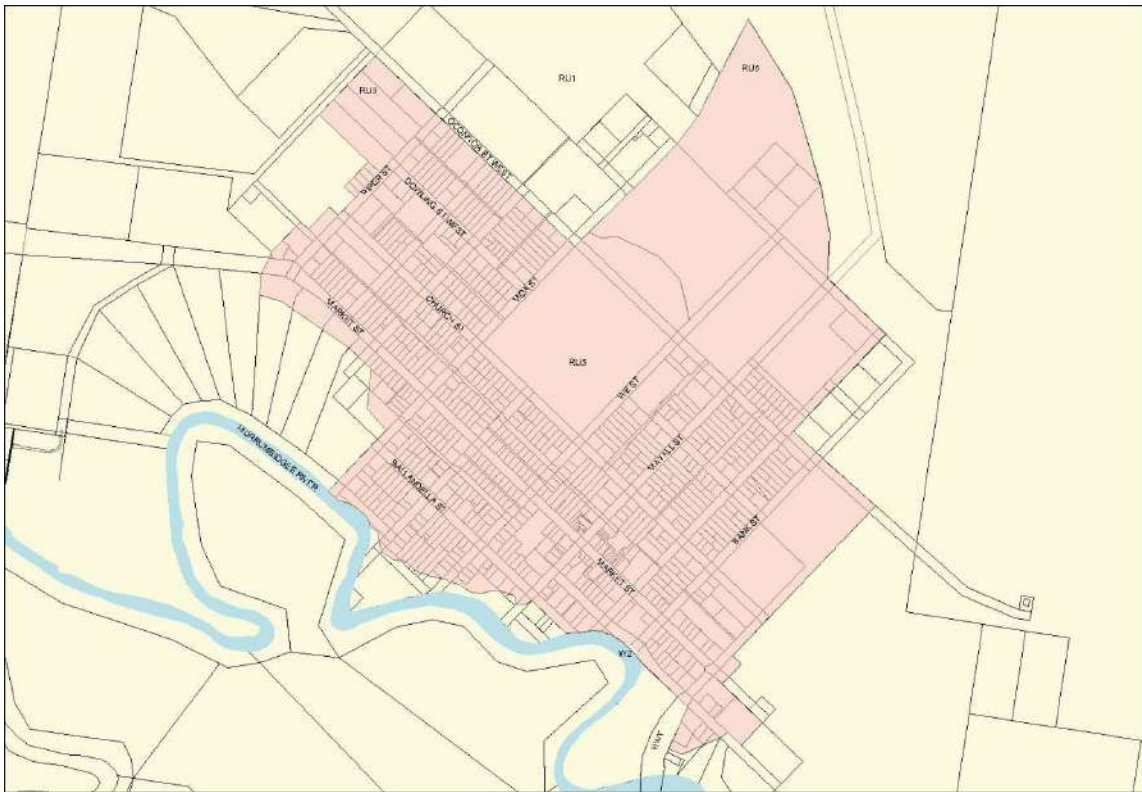
Council may permit the keeping of horses on vacant allotments in accordance with this policy with the exception of stallions which are not to be tethered.

A person shall not use any stud animals:

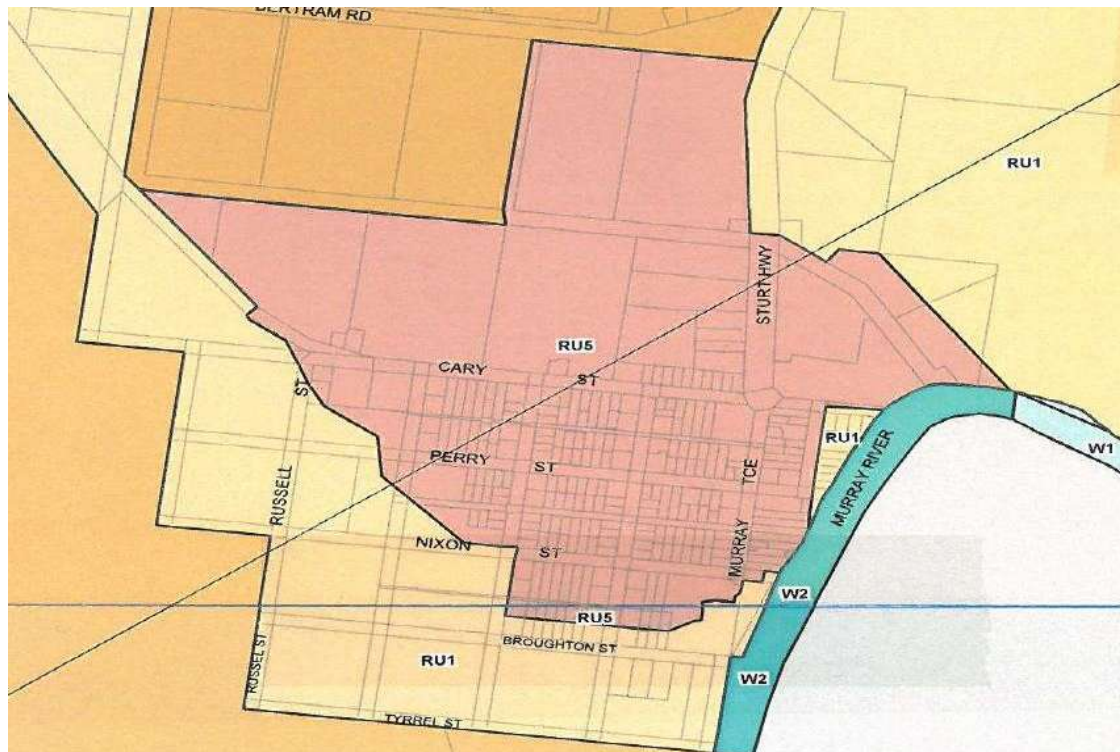
- i. In any public place or on any public reserve or in any place of which any person has the right of way;
- ii. In view of any public place or public reserve; or
- iii. In view of any school, hospital or church.

Persons keeping horses within the defined area, without approval, are required to apply for approval in accordance with this policy. Approval may or may not be granted in this instance.

Balranald



Balranald



Euston



POLICY REGISTER

Pedestrian/Shared Path

Issue.	Prepared/Revised by and Date	Action/Amendment Description	Approved By and Date
1.0	21.02.2017	First Edition	Minute No. 02.17.3924
2.0	19.08.2025	Updated	

Section 1. Introduction

Council has a duty of care to satisfactorily construct and maintain all pedestrian/shared paths on Council owned land to enhance the safety of all users. It is also imperative that Council put in place planning measures to ensure that the current and future pedestrian needs of our community are adequately catered for and that the statutory reporting requirements of Council are met.

Risk Management is the tool used by the Infrastructure Services to achieve this “Duty of Care” in regard to Maintenance of pedestrian/shared paths. Generally Risk Management is a system that addresses the process of identifying the types of defects / hazards that require consideration for repair and recommends a course of action to be undertaken. This document has been developed in line with Council’s Enterprise risk management policy.

1.1 Aim

To enhance the safety of all users of Councils Pedestrian/Shared Path. To meet Council’s reporting requirements and to assist with the programming of repair or replacement works. Thereby, enabling Council to direct the limited funds to the areas of most need. To provide a Pedestrian/Shared Path network that as far as fiscally possible meets the current and future needs of the community.

1.2 Definitions Pedestrian Path

A pedestrian path is reserved for use by pedestrians, people in wheelchairs, mobility scooters and personal mobility devices, such as walking frame. These paths provide an important part of the transport network either for trips undertaken entirely by walking, or as the first or last link in a trip that utilises other types of transport.

Shared Path

A shared path is where pedestrians and cyclists share the same path space. A shared path may be appropriate where demand exists for both a pedestrian path and a bicycle path but where there is a low number of pedestrians or cyclists and the use is not expected to be sufficiently great enough to provide separate facilities.

1.3 Policy

New pedestrian/shared paths are generally only provided in areas where there is an existing significant level of pedestrian use.

Section 2. Risk Management

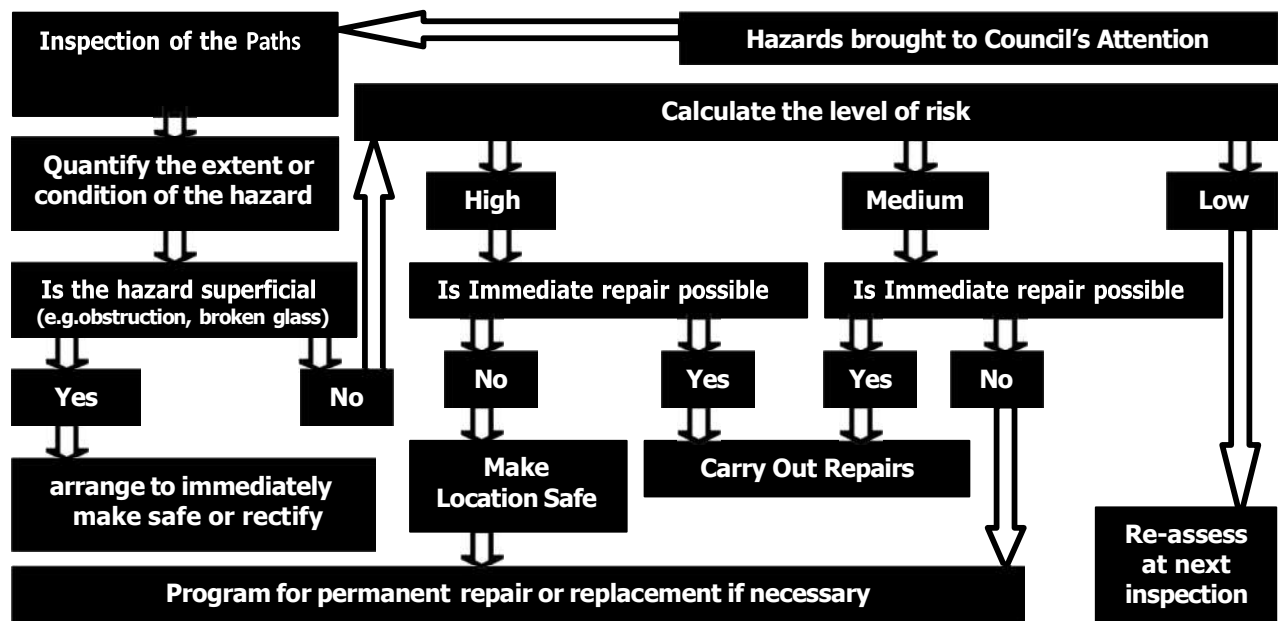
Council needs to have in place a system for maintaining and repairing paths that reduces the possibility of a hazardous section of Pedestrian/Shared Path not being identified. Thus enhancing the safety of all users. Risk Management is the system used by Council to address this issue by identifying a hazard, either pro-actively (primary method) or reactively (secondary method), evaluating the hazard, and taking the appropriate action (Control Measure).

2.1 The Process

The Risk Management process used by Council is an integration of both a reactive and proactive system. The process is displayed graphically below, in its simplest form:

Proactive System

Reactive System



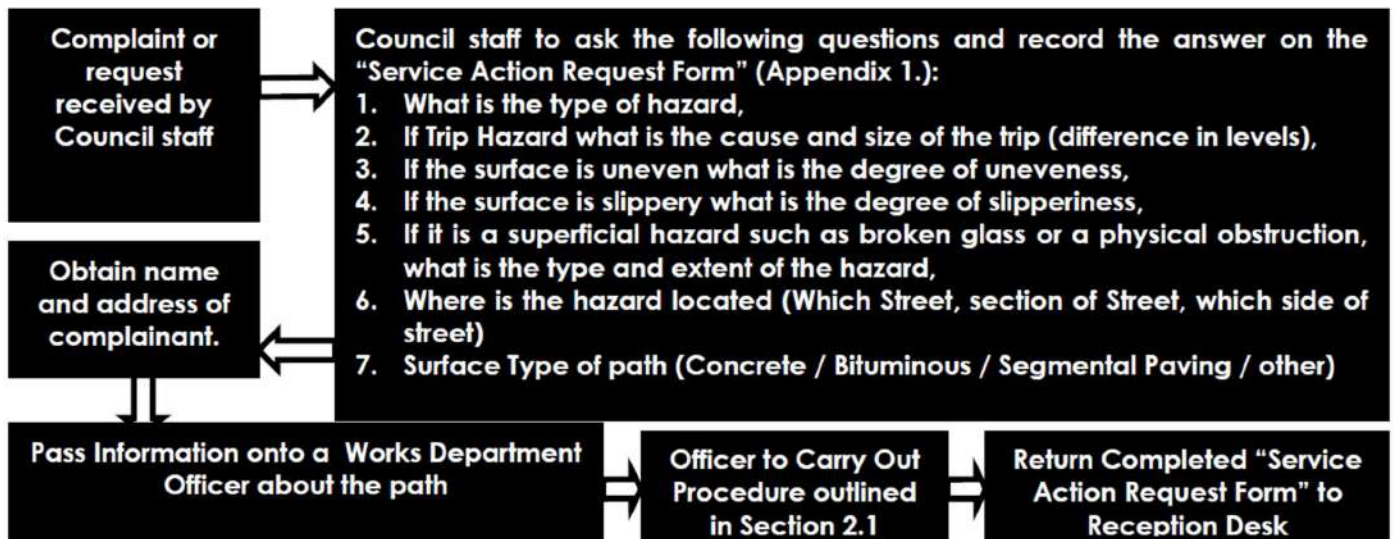
2.2 Identification

The primary method of identifying pedestrian/shared paths hazards is a proactive approach based on a series of programmed inspections. The secondary method is a reactive method which is based on hazards being brought to Council's attention of Council by means of complaints taken by Council's staff.

2.2.1 Reactive Approach

Council staff collect the relevant information from the complainant on a "Service Action Request Form" (see example in Appendix 1) and pass it on to the appropriate Officer. The subject area is then inspected as soon as possible in the same manner as that undertaken in the Proactive Approach. The reactive process is detailed in the flow chart overpage.

Decision Flow Chart to be Used by Council Staff



2.2.2 Proactive Approach

The basis of the proactive approach for Risk Management is a programmed inspection system. In terms of reducing the risk of injury to the general public using our pedestrian/shared paths a proactive system of inspection, identification and repair (if necessary) is superior to a reactive system.

Inspection System

The formal inspection system works by dividing Council's pedestrian/shared paths into 3 categories. Pedestrian/Shared paths in each of these categories are inspected at different intervals according to their level of use. Pedestrian/shared paths which are used by a higher number of people require more frequent inspections due to their higher level of deterioration and the greater probability of a hazard causing an injury. The categories and frequencies of inspection are:

- Category 1 (High Level Use)_Inspected every 3 months.
- Category 2 (Medium Level Use)____Inspected every 6 months.
- Category 3 (Low Level Use)_Inspected every 12 months.

2.3 Evaluation

The two main factors in evaluating whether a hazard presents a significant risk of causing an accident is the type of hazard and the level of use of the facility

2.3.1 Type of Hazard

The 3 common types of hazards on pedestrian/shared paths are trip hazards, unevenness, and slipperiness.

Trip Hazards____Trip hazards are generally a difference in level between two sections of a pedestrian/shared paths.

Unevenness____The unevenness of the Pedestrian/Shared Path is affected by items such as the amount of patching carried out (whether they are a result of repairs or reinstatement due to installation of services), lifting by tree roots etc, shoving and pitting.

Slipperiness____Conditions that effect the slipperiness of pedestrian/shared paths include the finish of a concrete paths, polishing of a segmental paved path, flushing of a bituminous path etc.

2.3.2 Level of Use

The main factor affecting the probability of an accident or injury occurring at a given hazard on a pedestrian/shared paths is the level of use of the pedestrian/shared paths. The categories defined in Section 2.3.2 are based on the level of use. The higher the level of use the greater the probability of an injury or accident occurring. Hence, these categories are used to determine probability.

2.3.3 Risk Rating

The matrix overpage is used to assess the risk that a hazard on a pedestrian/shared paths presents. This matrix cross-references the type of hazard and the degree of that hazard with the level of use to ascertain a degree of risk from "Low" to "High".

Table 2. Risk Rating Matrix					
Trip Size (mm)	Unevenness	Slipperiness	Level of Use		
			Path		
			1	2	3
> 30	Very	Very	High	High	Medium
15 to 30	Moderate	Moderate	High	Medium	Low
<15	Slight	Slight	Medium	Low	Low

The inspector transfers the risk rating onto the inspection sheet shown in Appendix 2.

2.3.4 Control Measures

The three basic control measures that are generally implemented by Council are:

- make the area safe by the erection of temporary barriers and flashing lights,
- effect temporary repairs of the damaged area, or
- effect replacement of the damaged area.

Table 3 (below) sets out which of these control measures are to be used depending on the risk rating, and the response times for each control measure.

Table 3. Control Measures		
Priority	Control Mechanism	Response Time
Low	Consider whether action needs to be taken	As resources permit
Medium	Programme if permanent repair not possible immediately	30 Days – If funding permits. If funding doesn't permit make safe and program for repair as soon as fiscally possible.
High	1. Make safe 2. Effect immediate temporary or permanent repair. (Program for permanent repair if repair temporary)	Within 4 hours 1 week

If funding precludes repair within the response time the hazard must be made safe by the use of barriers and permanent repairs are to be carried out when funding becomes available. If more than 1 hazard is forced into this category the repairs are to be prioritised by:

- Risk Rating (High to Low), then if priority is equal
- Pedestrian/Shared Path Category (1 to 3), then if priority is still equal
- Type of hazard (Trip Hazard 1st, Slipperiness 2nd, and Unevenness 3rd).

Section 3. Condition Rating

Condition rating of paths is carried out to enable Council to formulate long term replacement programs and to carry out statutory reporting requirements such as Section 428 of the Local Government Act – 1993 and “Australian Accounting Standard 27”.

3.1 Concrete pedestrian/shared paths

When assessing the condition of a section of concrete Pedestrian/Shared Path the four aspects taken into account are trip hazards, spalling at joints and cracks, cracking and slip..

3.1.1 Trip Hazards

When assessing the condition of the Pedestrian/Shared Path, in regard to trip hazards at joints the rating is taken from a combination of the size of the step (difference in levels) and the percentage of joints in the section of Pedestrian/Shared Path showing stepping.

3.1.2 Spalling at Joints, Cracks or Edges

Spalling at joints, cracks or edges is the breaking, chipping or cracking of discrete pieces of concrete. It is measured by taking the average horizontal width of the spall and the percentage of the section of pedestrian/shared paths showing spalling.

3.1.3 Cracking

The severity of cracking is determined by the width of the crack and the extent by the percentage of the total section of pedestrian/shared paths affected by cracking.

3.1.4 Slip

Smoothness of path when wet.

3.2 Bitumen and Segmental Paved pedestrian/shared paths.

When assessing the condition of a section of a bitumen or segmental paved pedestrian/shared paths the three aspects taken into consideration are trip hazards, cracking of the bitumen or pavers and the unevenness.

3.2.1 Trip Hazards

When assessing the condition of the Pedestrian/Shared Path, in regard to trip hazards the rating is taken from a combination of the size of the difference in levels and the percentage of the section of pedestrian/shared paths affected by trip hazards.

3.2.2 Cracking

The severity of Cracking is determined by the width of the crack and the extent of cracking as a percentage of the total section of Pedestrian/Shared Path affected by cracking.

3.2.3 Unevenness

The unevenness of the Pedestrian/Shared Path is affected by items such as the amount of patching carried out (whether they are a result of repairs or reinstatement due to installation of services), lifting by tree roots etc, shoving and pitting.

3.3 Condition Score

The following Matrix is used to determine the condition of each type of pedestrian/shared paths.

Table 4. Condition Matrix							
All Paths		Concrete pedestrian/shared paths Only	Bitumen & Segmental Paved paths Only	Extent % of Whole Section of Pedestrian/shared paths			
Trip Size (mm)	Width of Crack (mm)	Horizontal Width of Spall (mm)	Level of Unevenness	% of New Condition			
				<10%	10 – 20%	20 – 30%	>30%
> 30	>5	> 75	High	84%	59%	35%	10%
15 to 30	1 – 5	25 to 75	Medium	92%	67%	43%	18%
<15	< 1	< 25	Low	100%	75%	51%	26%

The Average condition score is then ascertained by adding the 3 condition scores, for each type of Pedestrian/Shared Path together and dividing by three. This score will then be a percentage of new condition. The condition results are transferred to the sheet depicted in Appendix 3.

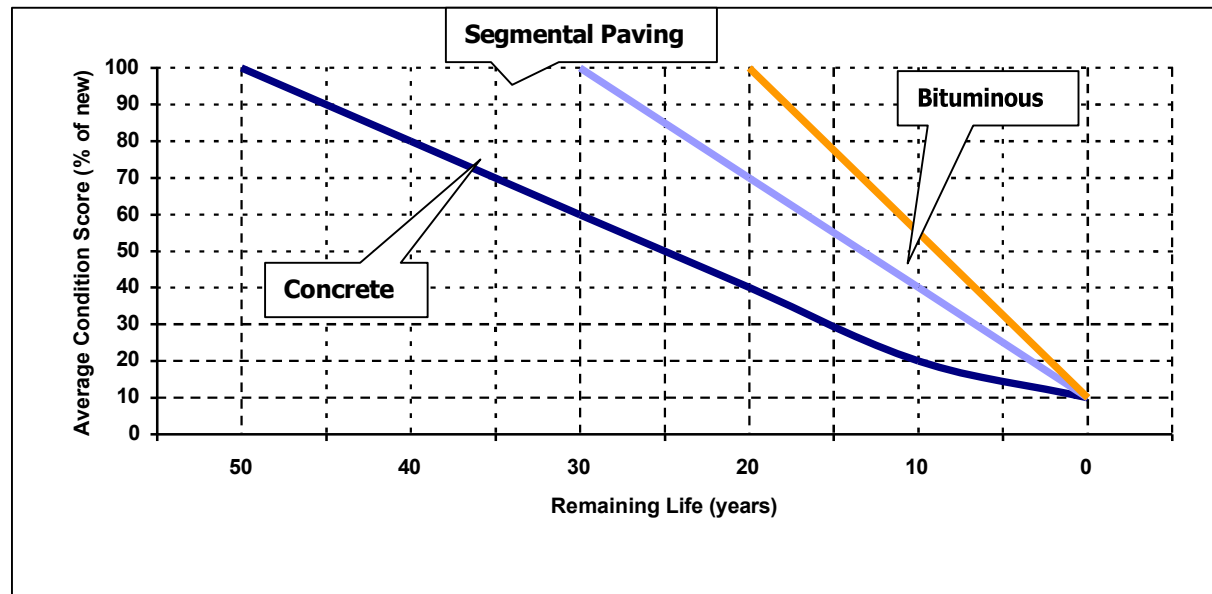
Section 4. Valuation

4.1 Written Down Replacement Cost

The Written Down Replacement Cost of the Pedestrian/Shared Path (i.e the value of the asset) is then obtained by multiplying the Current Replacement Cost by the Overall Condition Score.

4.2 Remaining Life

The remaining life of a Pedestrian/Shared Path is calculated using the line on the following chart.



Section 5. New Pedestrian/Shared Path Program

5.1 Identification

pedestrian/shared paths are generally needed along routes to places where the community regularly congregates or along routes regularly used by the community for recreation. These routes can be identified by tracks worn in the natural vegetation.

Path Routes have been identified through public consultation and investigation and incorporated into the Balranald Bike Plan.

5.2 Prioritisation

- The 2 most important aspects in prioritising the importance of constructing a new Pedestrian/Shared Path are the level of use that the new asset is likely to receive.
- The type of facility that the user will access.

5.2.1 Level of Use

The most practical method of predicting the level of use that a new Pedestrian/Shared Path will receive is to assess the level of wear on the identified path. The levels of wear are classed as follows:

High	Worn down to where no vegetation is evident and the track is a depression in the nature strip.
Medium	Worn down to where no vegetation is evident
Low	Worn down to where significant amounts of soil are showing but some vegetation still evident.

5.2.2 Type of facility

The type of facility that the potential users may access can be categorised as follows:

Business (Category 1)	Pedestrian/Shared Path leading to these areas are generally used by all sectors of the community.
Schools (Category 2)	These paths are used by the young and can direct them to the best route to school.
Community (Category 3)	This category includes access to community halls, churches, hospitals, recreational facilities etc.

The following matrix, which cross-references both of the previously mentioned criteria, is used to prioritise which Pedestrian/Shared Path to construct:

Table 5. Priority Matrix			
Level of Use	Type of Facility Accessed		
	Priority Score		
	Business	Schools	Community
High	9	8	7
Medium	6	5	4
Low	3	2	1

Some proposed Pedestrian/Shared Paths may link a number of different facilities. A score should be given for each of these facilities and summed to give a final total score.

Section 6. Maintenance Budget

The estimated cost of maintaining Council's Pedestrian/Shared Path network is \$11,160. ***It should be remembered that this figure is maintenance costs only and does not include the construction of new paths.*** These maintenance costs were derived as follows:

There are two types of maintenance carried out on Pedestrian/Shared Paths:

Routine Maintenance_Day to day repairs of defects such as trip hazards and potholes.

Periodic Maintenance_The replacement of paths as they reach the end of their effective life (ie.the value of depreciation of the asset). The is a very importance aspect of the maintenance of a path. There is a limitation to how many minor repairs can be carried out on a Pedestrian/Shared Path. Eventually the path will need to be replaced.

6.1 Routine Maintenance

It is considered that the best method of calculating the expenditure needed to maintain the Pedestrian/Shared Path network is to take an average expenditure over a number of years and increase that average by the annual "Rural Road Construction Cost Index". The latest Cost Index is 2.5%. Hence, the estimated cost of Routine Maintenance on Council's Pedestrian/Shared Path network would be as follows:

Table 6. Routine Maintenance Costs			
Category	Average Cost per year	Current Annual CPI	Estimated Cost 2004/2005
Paths	\$11,160	2.5%	\$11,160
Total Routine Maintenance Cost per year			\$11,160

6.2 Periodic Maintenance

The cost of Periodic Maintenance is estimated as follows:

Table 7. Periodic Maintenance Budget				
Category	Area (m ²)	Replacement Cost per m ²	Replacement Cost over Life of Asset (40 Years)	Cost per Year
Pedestrian/Shared Paths	9048m/2	\$58	\$524,784	\$13,120
Total Periodic Maintenance Cost per Year				\$

Appendix 2. Inspection Sheet

Inspected By:____ **Date of Inspection:**____/____/____

[illegible]

Signed: Date: __/__/__ **Referred to: __**

Inspected By: _____ Date of Inspection: ____/____/____

pedestrian/ shared paths	Surface Type	Category	Location	Length	Width	Area	Type of Distress	Degree or size of Distress	Extent of Distress (%)	Condition Score for Specific Distress	Average Condition Score

Signed: _____ Date: ____/____/____

Inspected By:____ **Date of Inspection:**____/____/____

[illegible]

Signed: Date: __/__/__

Pedestrian Crossing – We Street – Adjacent to Balranald Library



PROPOSED PEDESTRIAN CROSSING LINERONT BALRANALD LIBRARY, WE STREET, BALRANALD

AutoCAD SHX Text

FP AutoCAD SHX Text

FP

Community Consultation Report

Balranald Library Pedestrian Connectivity Improvement Project

Balranald Shire Council

29 October 2025

www.pvconsulting.com.au admin@pvconsulting.com.au



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1 Introduction

This report outlines the community consultation activities undertaken to support Balranald Shire Council's grant application under the *Towards Zero Safer Roads Program – High Pedestrian Activity Area Sub-Program* for Project 10929. The proposal involves constructing a raised pedestrian crossing in front of the Balranald Library on We Street to address longstanding safety concerns and enhance pedestrian connectivity in the township's civic precinct.

Community consultation was undertaken in October 2025 and included a combination of online engagement and formal letters of support from key stakeholders.

2 Consultation Methodology

2.1 Online Community Consultation

A digital consultation form was developed using Microsoft Forms and distributed via Council's Facebook page, email networks, and printed posters displayed in prominent locations, including supermarkets and Balranald Library.

The form collected information on community members' current usage of the library, perceived safety, and support for the proposed upgrade. The consultation was open between 9 October and 26 October 2025.

Form link: <https://forms.office.com/r/UD5HMTmhCB>

Link of Post on Balranald Shire Council Facebook Page:

<https://www.facebook.com/photo/?fbid=1220381040123048Cset=a.157247833103046>



Balranald Shire Council · Follow

October 9 at 9:02 AM · 🌐

HAVE YOUR SAY:

Balranald Shire Council is seeking funding from the NSW Government to construct a raised pedestrian crossing on We Street, directly in front of the Balranald Library.

We need your feedback as part of the process

The form can be found by following this link or via the QR Code

<https://forms.office.com/r/UD5HMTmhCB>



Have Your Say: Balranald Library Pedestrian Connectivity Improvement

Balranald Shire Council is seeking funding from the NSW Government to construct a raised pedestrian crossing on We Street, directly in front of the Balranald Library.

To strengthen the grant application and demonstrate community support, Council is inviting residents, library users, and local businesses to provide feedback. This community consultation is a **requirement** of the funding process, hence we strongly encourage your participation.

The proposed crossing aims to:

- Improve pedestrian **safety**, particularly for seniors, children and families
- Provide a **clear and accessible link** between the library, Main Street and surrounding parking
- Encourage **active transport** and improve connections to other facilities, including schools and parks
- Enhance the overall **amenity and walkability** in Balranald

📅 Consultation closes on 26 October 2025.

Please scan the QR code below to show your support by completing the online consultation form.



Form also accessible via - [www.forms.office.com/r/UD5HMTmhCB](https://forms.office.com/r/UD5HMTmhCB)

Figure 1: Screenshot of Facebook Post

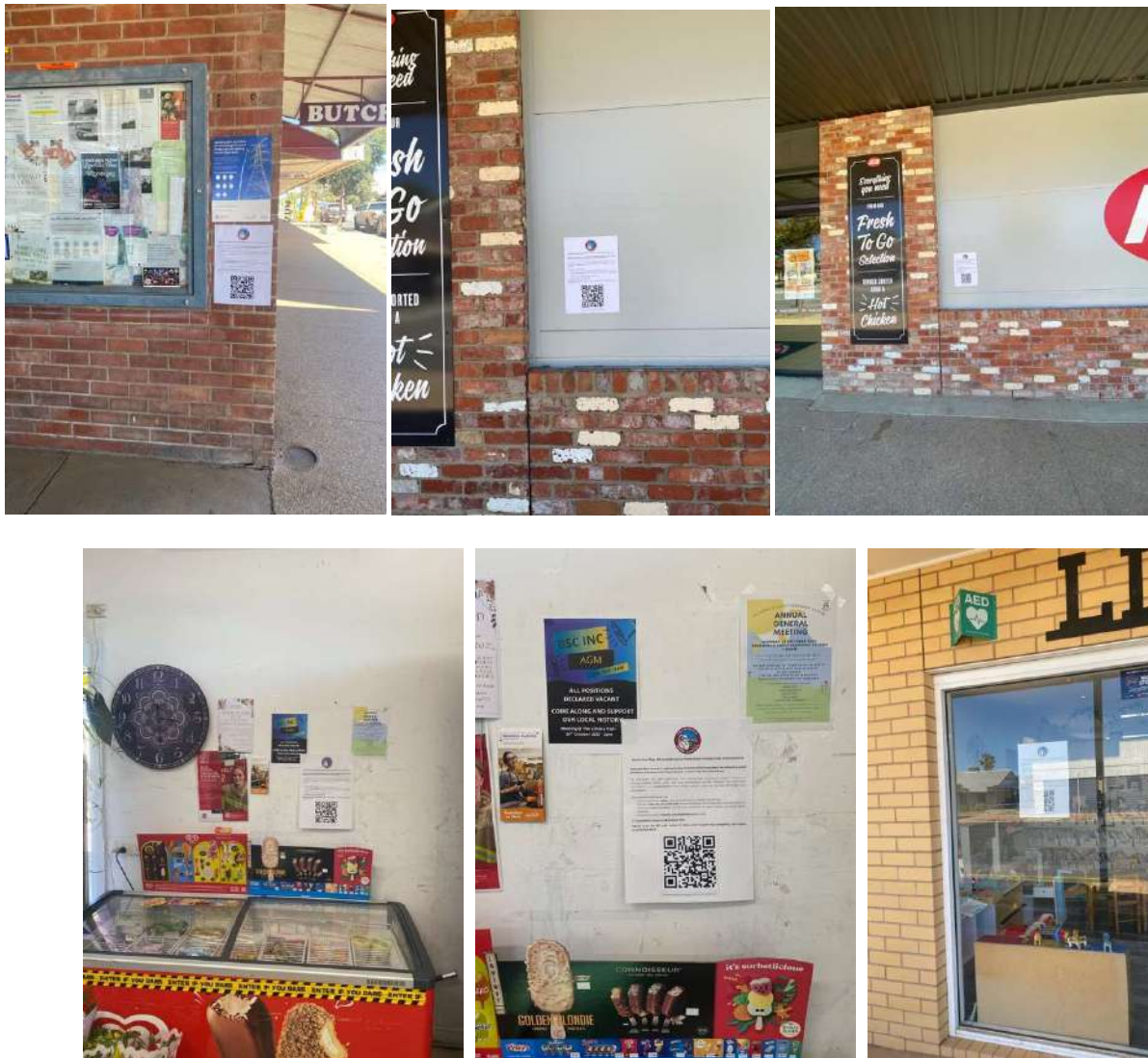


Figure 2: Consultation Posters installed on key locations in Balranald Township

2.2 Letters of support

Council directly contacted organisational stakeholders identified through the form (who consented to further detailed engagement) and invited them to submit a Letter of Support. Letters were received from:

- St Joseph's Parish Primary School
- Balranald Central School
- Strengthening Community Access, Inclusion and Wellbeing Advisory Committee These letters have been provided in Section 6: Attachments.

3 Consultation Result

3.1 Online Survey Summary:

- **21 responses** were received
- **81%** of respondents identified as Balranald residents
- **43%** visit the library weekly or more frequently
- **70%** of respondents reported not feeling consistently safe crossing We Street
- **75%** believe the project would significantly improve safety
- **71%** support the Council applying for funding
- **15** respondents agreed to be contacted further or provide a letter of support

3.2 Key Themes:

- Frequent concern about **fast-moving traffic** and poor driver awareness
- Specific mention of **children, elderly residents**, and mobility users being at risk
- The need for a **formal crossing** and visual cues to calm traffic
- A raised crossing is seen to **encourage walking**, improve access to the library and surrounding shops, and **reduce near misses**

3.3 Notable Feedback:

- A mobility-impaired resident stated:

"Cars do not stop to check for people crossing. As children and community utilise our Awesome Hub now, there certainly needs to be a **SAFE CROSSING**." (*Susan Balshaw, via email, 21 October 2025*)

3.4 Broader Feedback and Clarifications

While the consultation form specifically sought feedback on the proposed pedestrian crossing in front of the Balranald Library, a small number of respondents used the opportunity to raise broader safety concerns across the township.

A significant theme that emerged was reference to the fatal crash that occurred on 13 December 2023 near the intersection of Market Street and We Street, close to the site of the proposed project. Although this incident is not directly addressed by the nominated crossing upgrade, and Market Street forms part of the Sturt Highway under the jurisdiction of Transport for NSW, this report respectfully acknowledges that the incident continues to influence community sentiment and concern around pedestrian safety.

4 Summary

The community consultation process has clearly demonstrated strong public support for the proposed raised pedestrian crossing in front of the Balranald Library on We Street. Responses reflected a shared recognition that the current lack of formal crossing infrastructure poses an ongoing safety risk—particularly for vulnerable users such as children, seniors, people with mobility challenges, and school groups.

Most respondents supported the project and highlighted that existing mid-block crossing behaviour and inconsistent driver speed compliance are major concerns. The project was seen as a critical step in making the township safer and more walkable. Residents also acknowledged that a raised crossing would improve access to the library and surrounding facilities, while contributing to the broader goals of Council’s active transport and inclusion strategies.

Their endorsements highlight the broad-based and multi-generational impact this project is expected to deliver.

5 Recommendation

The need for a formalised and safe pedestrian crossing on We Street in front of the Balranald Library has been clearly demonstrated. Community consultation revealed strong and consistent concern over unsafe mid-block crossing behaviour, poor driver compliance with the HPAA speed limit, and the risks posed to vulnerable road users accessing this key civic precinct.

Residents, school communities, service users, and advocacy groups all highlighted that the absence of dedicated crossing infrastructure undermines pedestrian safety, walkability, and equitable access to essential township services such as the library and local shops.

Given the widespread support received from the community—including letters from educational institutions and access and inclusion groups—it is recommended that Council prioritise the delivery of the proposed raised pedestrian crossing and proceed with submitting a funding application. Delivering this project will directly respond to identified safety concerns and contribute to a more inclusive, accessible, and pedestrian-friendly town centre.

6 Attachments

The following support letters and formal submissions are attached to provide detailed feedback as part of the consultation documentation:

6.1 St Joseph's School

St Joseph's Parish Primary School

106 Church Street

BALRANALD NSW 2715

Phone: (03) 5020 1592

principal.balranald@wf.catholic.edu.au

admin.balranald@wf.catholic.edu.au



22nd October, 2025

Towards Zero Safer Roads Program (HPAA)

Transport for NSW

NSW Government

Subject: Letter of Support – Balranald Library Pedestrian Connectivity Improvement

To Whom It May Concern

I am writing to express my strong support for Balranald Shire Council's grant application to construct a raised pedestrian crossing on We Street, directly in front of the Balranald Library.

As a community member, I believe this project will significantly improve pedestrian safety, especially for children, families, and elderly residents who regularly visit the library and nearby facilities. The current lack of formal pedestrian infrastructure makes crossing this section of We Street difficult and unsafe, particularly during busy periods.

The proposed crossing would not only create a safer and more accessible environment, but also strengthen connections between the library, the town centre and surrounding parking areas. It will encourage more people to walk, support the use of community facilities, and improve the overall amenity of the civic precinct.

I commend Council for prioritising pedestrian safety and inclusive access in this location and fully support the funding application under the Towards Zero Safer Roads Program – High Pedestrian Activity Area Sub-Program.

Thank you for considering this valuable community initiative.

Yours sincerely

A handwritten signature in blue ink that reads 'N Lay'.

Natalie Lay
Principal

6.2 Strengthening Community Access, Inclusion and Wellbeing Advisory Committee

23 October 2025



Letter of Support: Balranald Library Pedestrian Connectivity Improvement Project

To Whom It May Concern,

On behalf of the Strengthening Community Access, Inclusion and Wellbeing Advisory Committee (SCAIWAC), I am writing to express our strong support for the Balranald Library Pedestrian Connectivity Improvement project. We understand this initiative is being considered for grant funding, and we wish to emphasise the significant positive impact it will have on our community.

The Balranald Library serves as a vital hub for residents of all ages, backgrounds, and abilities. However, current pedestrian access to the library is limited, with poorly connected footpaths and the lack of road crossings presenting real risks to safety - particularly for children, older adults, and people with mobility challenges. The proposed project to improve pedestrian connectivity will address these issues directly by delivering safer, more accessible, and more connected walking routes to and around the library precinct.

Improved pedestrian safety is a paramount benefit of this upgrade. Safe and accessible footpaths and crossings will help reduce the risk of accidents, especially for school children, families, and those with limited mobility. By making it safer to walk to the library, we anticipate increased foot traffic, fostering greater community engagement and participation in library programs and activities - with the added benefit of increased physical activity.

Furthermore, enhanced connectivity will improve social inclusion. Many community members rely on active transport or do not have access to private vehicles. The upgraded pedestrian infrastructure will provide equitable access to library services, supporting lifelong learning, literacy, and community wellbeing. It will also encourage healthy, active lifestyles and reduce the reliance on cars, contributing to a more sustainable and environmentally friendly community.

The SCAIWAC is representative of our community's diverse stakeholder groups and together we see the Balranald Library Pedestrian Connectivity Improvement project aligning closely with our strategic objectives to promote access, inclusion, and wellbeing for all residents. We are confident that this project will deliver real-world benefits and be warmly welcomed by the community.

We strongly endorse the grant application and urge you to support this essential project. Should you require any further information or wish to discuss our support in more detail, please feel free to contact us.

Yours sincerely,

Rachael Williams, Chairperson
Strengthening Community Access, Inclusion and Wellbeing Advisory Committee
rachael@locallogicplace.com.au

6.3 Balranald Central School



Education
Public Schools

BALRANALD CENTRAL SCHOOL

We Street, Balranald, NSW, 2715
Telephone: (03) 5020 2222
Fax: (03) 5020 2269
Email: balranald-c.school@det.nsw.edu.au



Letter of Support – Balranald Library Pedestrian Connectivity Improvement

To whom it may concern

I am writing to express my strong support for Balranald Shire Council's grant application to construct a raised pedestrian crossing on We Street, directly in front of the Balranald Library.

Balranald Central School actively encourages students to walk to and from school and to participate in extracurricular activities within our local community. Our collaboration with the Balranald Library is a wonderful example of this, as the library is accessed by a wide cross-section of our students, including children of our staff and those from vulnerable families attending Balranald Central School.

The current lack of formal pedestrian infrastructure on We Street poses a safety risk, particularly for our students and other community members who frequently visit the library and nearby facilities. This is particularly important for our littlest students, through to our senior students who access the valuable learning hub space at the library. A raised pedestrian crossing at this location would greatly enhance safety and accessibility, making it easier and safer for families, children, elderly residents, and all pedestrians to navigate this part of town.

This improvement would not only promote safer walking routes for our students and community but also further strengthen the important partnership between the school, library, and surrounding community facilities. It aligns well with our shared goal of encouraging active travel and greater community engagement, as we safely assist students to become independent travellers.

I commend Balranald Shire Council for prioritising pedestrian safety and access and fully support this funding application under the *Towards Zero Safer Roads Program – High Pedestrian Activity Area Sub-Program*.

Thank you for considering this important initiative that will benefit our school community and all Balranald residents.

If you require additional information regarding our support, please do not hesitate to contact me.

Yours faithfully

Mrs Nadine Matarazzo
Principal
29 October 2025

6.4 Email from Community Member: Susan Balsha

From: Susan Balshaw <sussieq6565@gmail.com>
Sent: Tuesday, 21 October 2025 11:26 AM
To: Carolyn Holmes <cholmes@balranald.nsw.gov.au>
Cc: Alison Linnett <alinnett@balranald.nsw.gov.au>; Barb Gibson-Thorpe <barbgibsonthorpe@outlook.com>; Ben Johnstone <benjohnstone747@yahoo.com>; Emma Moore <Emma.Moore@maarima.com.au>; Leah Gillbee <lgillbee@balranald.nsw.gov.au>; Louie Zaffina <lzaffina@balranald.nsw.gov.au>; Lynette Flanagan <lynsprig1@bigpond.com> <lynsprig1@bigpond.com>; Michelle White <michelle.white@det.nsw.edu.au>; Natalie Lay <natalie.lay@wf.catholic.edu.au>; Rachael Williams <rachael@locallogicplace.com.au>; Tracy O'Halloran <tohalloran@balranald.nsw.gov.au>; Wendy Murphy <murphyslanding84@gmail.com>; Gaye Renfrey <gayerenfrey@gmail.com>; German Ugarte <germanugarterios@gmail.com>; Iain Lindsay-Field <iainlindsayfield@gmail.com>; Lynda Moss <l.p.moss2021@hotmail.com>; pltwinch@hotmail.com; Sam Papa <spapampd@inet.net.au> <spapampd@inet.net.au>; Simone Carmichael <Simone.Carmichael@environment.nsw.gov.au>
Subject: Re: Community Feedback

As a person Who uses a gopher and stick to walk the Corner Of Market and We St are extremely dangerous.

On market St you can cross St safely with the crossing outside Foodworks.

You still need to watch traffic going all ways.

As children and community utilise our Awesome Hub now their certainly needs a SAFE CROSSING .as cars do not look, nor stop to check that no one is crossing prior to them turning into We or going straight thru.

Thankyou.

On Wed, 15 Oct 2025, 8:58 am Carolyn Holmes, <cholmes@balranald.nsw.gov.au> wrote:

Good Morning

Council is seeking funding for the construction of a pedestrian crossing in front of the Balranald Library on We Street, and we want community feedback. Please find attached the survey link, can you please take a minute to have your say.

The consultation form can be accessed here: <https://forms.office.com/r/UD5HMTmhCB>

Kind Regards



Carol Holmes

Senior Executive Assistant

cholmes@balranald.nsw.gov.au
03 5020 0300
70 Market Street Balranald NSW 2715

www.balranald.nsw.gov.au | www.visitbalranald.com.au

   @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.

Disclaimer: Please consider the environment before printing this email. This email is intended only for the use of the individual entity named above and may contain information that is confidential and privileged. If you are not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this email is strictly prohibited. If you have received this email in error, please notify us immediately by return email and destroy the original message. Confidentiality and legal privileges are not waived by reason of mistaken delivery to you.

6.5 Spreadsheet of online community consultation responses

To simplify this report and protect respondent privacy, contact details have been removed from the public version of responses. Full details can be made available upon request if required for verification or reporting purposes.

Your Name/ Company Name	Location (Example: Balranald, Euston etc)	How often do you visit or use the Balranald Library?	Do you currently feel safe crossing We Street in front of the library?	Have you encountered any problems due to lack of a formal pedestrian crossing in front of the library? Please share instances if any.	In your opinion, would this upgrade improve safety for pedestrians, including children and elderly people?	Do you support Balranald Shire Council applying for funding to construct this crossing?	Would you be comfortable with a Council representative contacting you to request a letter of support for this project? If yes, please ensure you provide your contact details below.
Ratepayer	Balranald	Occasionally	Yes	No	No	No	No
Shaun ellis	Balranald	Daily	No	My son was killed trying to cross the road going to the library	Yes, significantly	Yes	Yes
Balranald Tyre Service	Balranald	Daily	No	Yes, myself or my family have either had a near miss with traffic or we have been the driver of the vehicle that has had a near miss with a pedestrian	Yes, significantly	Yes	Yes
Jorja Algie	Tooleybuc	Occasionally	No	Death of a 7 year old boy.	Yes, significantly	Yes	No
Natalya Gebert	Yes we need a crossing	Daily	No	My little brother got hit by a car and passed away.	Yes, significantly	Yes	Yes

Anonymous	Balranald	Occasionally	Yes	No If a raised crossing was to be installed it would need to be closer to purton lane on we street as cars already have much difficulty giving way right on the corner due to limited vision from parked cars and the big silver bin. A crossing right on the corner connecting with existing paths would make this corner difficult for drivers.	Yes, somewhat	Unsure	No
Courtney Goeman	Balranald	Occasionally	Sometimes		Yes, significantly	Yes	Yes
Kimberley Archard	Broken Hill	Rarely	No	Hard to see around parked vehicles for oncoming traffic, also hard to see pedestrians as a driver due to parked vehicles	Yes, significantly	Yes	No
Gema Hull	Balranald	Weekly	Sometimes	I have witnessed numerous 'near misses' with both adults and children and vehicles at the intersection	Yes, significantly	Yes	Yes
Emmy	Balranald	Occasionally	Sometimes	Yes	Yes, significantly	Yes	Yes
Helen Ferguson	Balranald	Occasionally	No	People in cars don't see pedestrians. It's a very busy corner and the cars go faster than the pedestrians can get across	Yes, significantly	Yes	Yes
Linda	Balranald	Occasionally	Yes	No not at all	Unsure	No	Yes
David McKinley	Balranald	Weekly	No	Given the wide Road reserve, perambulators young old or otherwise can sometimes find themselves sharing the driving surface with motorists entering and exiting We Street	Yes, significantly	Yes	Yes

Gaye Renfrey	Balranald	Weekly	Sometimes	No different than trying to cross further east towards the main shopping area that probably involves a different cohort of the community. It's all a minefield for pedestrians trying to cross Market St between River St and We St (this includes the elderly, school children and general pedestrians) I think the problem is bigger than recognized. A town bypass for passing through traffic is probably the most logical solution. I do understand that a raised crossing at the We Street intersection would provide safety for the school kids crossing there, but has there been any thought the the kids who cross from the River St bus drop off. I understand it's a highway, but surely pedestrian crossings would be more practical and cheaper than a raised crossing? School kids cross the highway all along the main shopping area!	Yes, somewhat	Unsure	Yes
Rachael Williams	Balranald	Weekly	Sometimes	There is always a concern crossing here because of proximity to the faster moving traffic. The volume of families with younger children who access the Library make this area an important one to protect / increase the safety of. It would be important that the crossing is placed to ensure that traffic does not 'bank up' onto the highway though.	Yes, significantly	Yes	Yes
Parent	Balranald	Weekly	Sometimes	I drop off children to after school program at the library and have noticed the main issue is crossing the highway. They then rush across We st, but the We St pedestrian crossing can not be addressed without also improving the crossing on Market St.	Unsure	Unsure	No

Natalie Lay St Joseph's Parish School Principal and resident of We Street.	Balranald	Occasionally	Sometimes	It can be dangerous as the library is very close to the corner, with oncoming vehicles turning left.	Yes, significantly	Yes	Yes
Barb Gibson - Thorpe	Balranald	Rarely	No	No had no problems as yet it get every busy.	Yes, significantly	Yes	Yes
Patricia Winch	Balranald	Occasionally	No	on some occasion	Yes, significantly	Yes	Yes
Yes	Balranald	Weekly	No	Yes fast moving traffic makes it dangerous to crossover	Yes, significantly	Yes	No

Cheryl Reid	Hopetoun	Monthly	Yes	There is absolutely no problem crossing We Street as the traffic is minimal and there is a clear view of oncoming traffic in all directions. This seems like a joke seeking community input for a trivial crossing when a child has been killed crossing the main road in Balranald! Why can't you ask for Community input in placing a safe crossing in the Main Street? The schools are on one side of the main road and the library (where they provide after school care) is on the other side of an extremely busy road. Money won't be spent on a safe crossing even when a child has been killed just innocently walking home from school, so why are you placing a crossing on a side street where you have clear view of minimal oncoming traffic? Have you taken count of how many vehicles use this road? The Main Street has 500 trucks between 8.30 and 6pm let alone how many go through at night time. Why can't you at least provide a person to safely walk children across the Main Street at school times? This would be 30mins of a morning and 30mins of an afternoon, 5 days a week..... why couldn't the librarian be permitted to do this in their list of employment duties? This would be a quick, cost effective answer to ensuring all children who live on the other side of the Main Street get home safely on a daily basis.	No	No	Yes
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Re: Request for Letter of Support – Balranald Library Pedestrian Crossing Grant Application

From David Vant <David.VANT@transport.nsw.gov.au> **Date** Mon 20/10/2025 11 :37
To Praful Vijay <Pvijay@balranald.nsw.gov.au>
Cc Vince Scoleri <vscoleri@balranald.nsw.gov.au>; David Mckinley <dmckinley@balranald.nsw.gov.au>; Praful Vijay <praful@pvconsulting.com.au>

Morning Praful,

Last Tuesday 14/10/25 I conducted a site visit to We Street, southwest of Market Street regarding the location of a proposed pedestrian crossing.

Please accept this email as formal support from Transport for New South Wales (TfNSW) for the proposal to install a marked pedestrian crossing at the subject location provided Balranald Shire Council is aware of.

- Construction of the crossing is to be in accordance with AS1742.10 and associated Supplement and TDT 2002/12C.
- Potential impacts to parking within the immediate area.
- No expense is to be incurred by TfNSW.

I wish every success to BSC in their application. Kindest regards

David Vant

Lead Community and Safety Partner Community and Safety

Planning , Intergration and Passenger

OFFICIAL

From: Praful Vijay <pvijay@balranald.nsw.gov.au>
Sent: Monday, October 20, 2025 8:00 AM
To: David Vant <David.VANT@transport.nsw.gov.au>
Cc: Vince Scoleri <vscoleri@balranald.nsw.gov.au>; David Mckinley <dmckinley@balranald.nsw.gov.au>; Praful Vijay <praful@pvconsulting.com.au>
Subject: Re: Request for Letter of Support – Balranald Library Pedestrian Crossing Grant Application

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

CAUTION: This email is sent from an external source. Do not click any links or open attachments unless you recognise the sender and know the content is safe.

Hello David

I hope you had a nice weekend.

A gentle reminder regarding my request. Thank you

Best Regards Praful

From: Praful Vijay
Sent: Wednesday, 8 October 2025 8:51 PM
To: David Vant <david.vant@transport.nsw.gov.au>

Cc: Vince Scoleri <vscoleri@balranald.nsw.gov.au>; David Mckinley <dmckinley@balranald.nsw.gov.au>; Praful Vijay <praful@pvconsulting.com.au>

Subject: Request for Letter of Support – Balranald Library Pedestrian Crossing Grant Application

Dear David,

Thank you for your time on the phone on Tuesday to discuss the proposed raised pedestrian crossing in front of the Balranald Library on We Street. I truly appreciate your willingness to support our project.

As discussed, Balranald Shire Council is currently preparing a grant application under the NSW Government's Towards Zero Safer Roads Program – High Pedestrian Activity Area Sub-Program, which supports safety upgrades for vulnerable road users in high pedestrian activity areas. As part of the application, evidence of consultation and support from the Transport for NSW is a mandatory requirement.

You can find further details about the program at the following link:

<https://www.transport.nsw.gov.au/projects/current-projects/towards-zero-safer-roads-program>

For your reference, I've also attached a copy of the program guidelines and the draft site sketch for the proposed treatment location.

The application deadline is **31 October 2025**, so it would be greatly appreciated if we could receive your formal letter of support at your earliest convenience.

Once again, thank you for expressing interest in supporting this project and I look forward to your thoughts. Please don't hesitate to reach out if you require any further information or clarification.

Thank you Best Regards

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P Consider the environment. Please don't print this e-mail unless really necessary.



Done Safe.msg

Monthly Operational Report



Balranald Shire Council

Monthly Operational Report

30 June 2026



PART A: Executive/Management Accountabilities

Chief Executive Officer

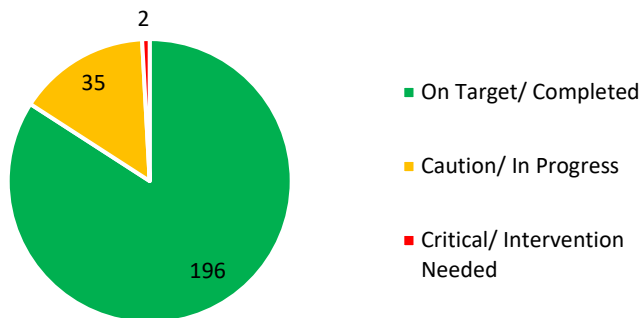
Acts as the primary link between Councillors and the organisation and is responsible for aiding Councillors in developing policy and strategy. Provides leadership to staff in achieving Council objectives. Oversees the financial management of the Council. Communicates and promotes Council's policies to the community it serves.

Accountabilities

SBPO	Accountability
S	Community Engagement and Communication
S	Civic Events, including Elections
S	Councillors
S	WHS and Staff Wellbeing
S	Community Strategic Plan
S	Workcover and RTW
S	Intergovernmental Relations
S	3D Printing
S	Emergency Management Planning and Response (LEMO)
S	Human Resources
S	Workforce Initiatives
B	Intergovernmental Relations
B	Councillors
B	Civic Events
B	Election Coordination
B	Emergency Management Response and Planning as per Consequence Management Plans (LEMO)
B	Mayoral Revenue Taskforce
P	4 Year Strategic Plan

PART A: Key Performance Indicators

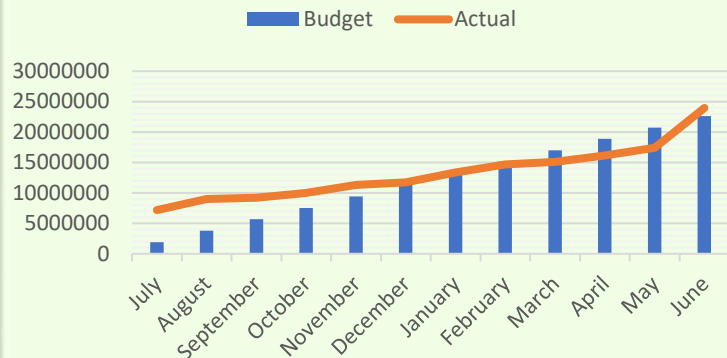
Overall Performance Delivery Program



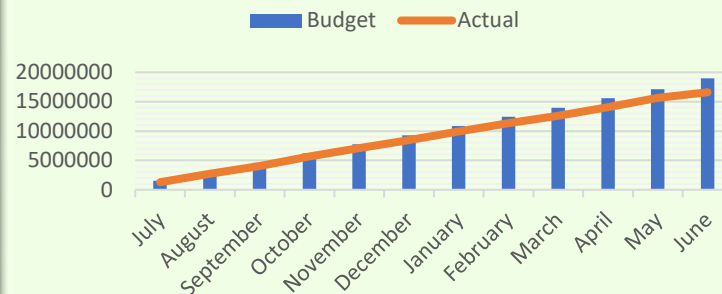


Whole of Council - Financial Data

Consolidated Funds Income



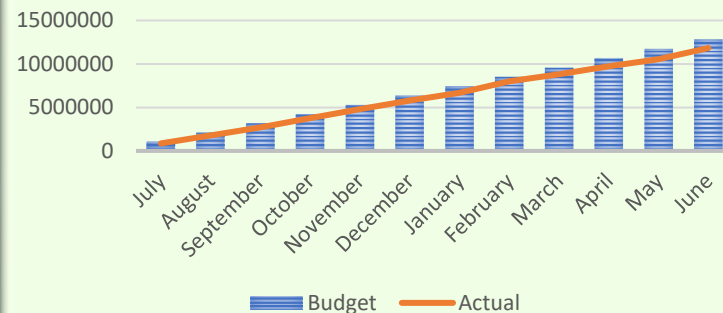
Consolidated Funds Expenditure



Financial Summary

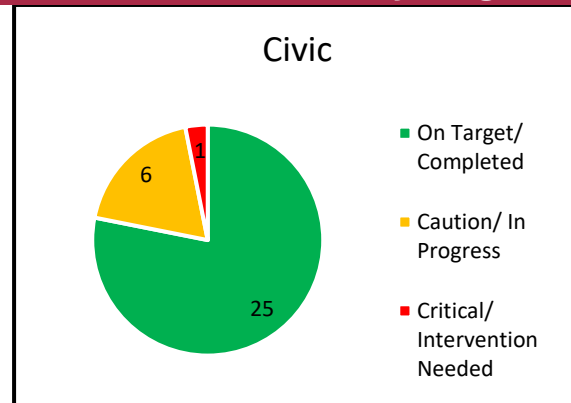
Work in Progress: Coming next month a financial summary month by month on Council Income and Operational and Capital Expenditure

CONSOLIDATED FUNDS CAPITAL EXP





PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4-year Delivery Plan, the CEO is primarily responsible for Pillar 6 – Our Council.

The Community and Governance Directorate directly oversees the delivery of these outcomes.

Legend

Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTSP – Manager Technical Services & Projects; WS – Works Superintendent

Status: 😊 - On Target/Completed 🟡 - Caution/In Progress 😞 - Critical/Intervention Needed

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
1.2.2.3	Continue to support the Australia Day celebration, recognising and embracing our diverse communities	CEO	X	X	X	X	Australia Day funding sourced for 2026 with events held in Euston and Balranald	😊
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	X	X			Wrote to NSW Government, received a non-committal, bureaucratic response ('Dear John' letter)	😊



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
2.1.1.2	Utilise and share as relevant advocacy messages which draw on community feedback and key data – enabling our leaders and volunteers to provide clear and aligned media messaging (newsletter / radio etc) to meet our collective needs / aspirations (align to advocacy-based Strategies 1.3.1, 1.3.2, 2.2.1, 2.2.2, 4.3.1, 4.3.3, 6.4.2)	CEO	X	X	X	X	- Balranald's fair treatment in the Southwest Renewable Energy Zone has been a major advocacy focus - Support for renewable energy has been separated from accepting weak consent conditions, poorly sequenced infrastructure, damaged roads or unfunded impacts - Evidence was given to NSW Upper House Inquiry into the impact of Renewable Energy Zones on rural and regional communities and industries - Advocacy has focused on enforceable road protections, financial guarantees, properly planned workforce accommodation, sequenced utilities and practical resourcing for councils expected to manage the consequences - CEO is Chair of RAMJO Energy Sub-Committee, which has put Balranald in the box seat to advocate for strengthening the regional voice and reducing the risk of Balranald being treated as an afterthought - A consistent point has been that cumulative impacts on roads, housing, water, sewer, waste, workforce and community	



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
							infrastructure cannot sensibly be assessed project by project in isolation - Financial sustainability has been put at the centre of the governance and advocacy work - Balranald's position has been explained plainly: a small rate base, a huge geographic area, a large road and infrastructure network, dependence on grants, and constant exposure to cost shifting - The Western NSW sustainability argument has been advanced through papers, letters, submissions, media comments and regional discussions - The argument has not just been 'give councils more money', it has been about no new obligations without funding, more honest treatment of remote councils, and funding models that recognise real infrastructure responsibility - A more practical Financial Assistance Grants argument has been developed, including a hybrid model that may be more politically realistic than simply demanding a doubling of untied funding - Balranald positioned as a small council with a serious policy voice, not just another council asking for more - CEO invited by Office of Local Government, and accepted, to be on the Finance and Accounting Review Panel, subsequently writing a paper on required amendments	



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
							- Mayor Phyllis Miller OAM, Director of Local Government NSW, sought CEO assistance to write a paper advocating for changes to the Financial Assistance Grant processes, which was used by LGNSW to advocate for proposed changes at the national level - whilst there is no guarantee anything will change, the fact that Balranald was the only CEO in NSW asked to assist LGNSW, is testament and support for his reputation across the whole industry - Council has continued to advocate strongly against further damage to irrigation communities from water buybacks and poorly designed adjustment programs - Water recovery has been linked to food security, local employment, productive land, regional confidence, and community sustainability - Balranald's exposure to significant water buybacks has been highlighted, particularly where the support flowing back to affected communities is small by comparison - Grant programs have been challenged where they disadvantage small councils twice: first because small councils do not have large grant-writing teams, and again because benefit-cost ratio models often punish small populations - The point has been made that remaining water recovery funding should leave practical	



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
							local legacy outcomes, not just chase headline water volumes • The public commentary located through the media and web scan was mostly factual reporting rather than long-form commentary • The scan did not identify public commentary attacking the CEO's stewardship or alleging misconduct • Most public references focused on reform, advocacy, funding inequity, renewable energy impacts, water buy-backs and financial sustainability • The appointment as CEO was reported by Inside Local Government and The Guardian. The mayor's public comments referred to organisational culture and leadership experience. • The lifting of the PIOs was publicly framed as an important step for Balranald Shire Council, with emphasis on governance work, reporting and long-term sustainability • Regional and sector media have reported Council's renewable energy advocacy, particularly around road protections, workforce accommodation, utilities and cumulative impacts • LG News Roundup has carried or referred to commentary about grant systems being stacked against small rural councils, particularly where administrative capacity is rewarded over genuine need	



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
							Overall, the public record presents an active Council, blunt where necessary, and prepared to argue for Western NSW councils rather than sit quietly in the background	
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	CEO			X	X	Not due for commencement until 2027/28	😊
2.1.4.1	Continue to support the Australia Day celebration, recognising and embracing our diverse communities (from Strategy 1.2.2)	CEO	X	X	X	X	Australia Day events have been touted as quite successful and widely supported (Euston and Balranald)	😊
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)	CEO		X	X	X	Not due for commencement until 2026/27	😊
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	X	X	X	X	Not commenced	😐
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		X	X	X	Not due for commencement until 2026/27	😊



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	X	X	X	X	• Refer to 2.1.1.2	🟡
3.2.2.3	Cumulative impacts of the development of mineral sands mining is understood and strategically planned for across our LGA	CEO	X	X	X	X	• Voluntary Planning Agreement (VPA) enacted	😊
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	X	X	X	X	• Refer to 2.1.1.2	😊
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	X	X	X	X	• Refer to 2.1.1.2	😊
3.5.3.1	Council continues to participate as a key stakeholder in cross-border groups and discussions	CEO	X	X	X	X	• Meeting as and when required with the Cross Border Industry Taskforce and other relevant stakeholders	😊
3.5.3.2	Council joins advocacy for a National accreditation and licencing system for key industries	CEO	X	X	X	X	• Meeting to advocate as and when required with the Cross Border Industry Taskforce, Mr Glenn Stewart	🟡





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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
4.1.1.2	Upgrade to Balranald Aerodrome to enhance operational capacity, accessibility and safety aligning with regional growth and economic development objectives	CEO	X		X	X	- Negotiations with GO.FARM complete, waiting on due diligence (testing) of soil (contaminants) - TCORP Loan approved	🟡
4.3.1.2	Continue advocacy for Sturt Highway upgrades and overtaking lanes	CEO		X	X		Actively participating in Sturt Highway Action Group, including Ministerial visitation and media releases	😊
4.3.2.1	Council to network with peer LGAs to fully understand the scale of industry co-contributions regarding local road use	CEO	X	X	X	X	- Liaising with surrounding LGAs on at least a monthly basis - Main issue revolves around the impact the South West Renewable Energy Zone (SWREZ) could have on Council infrastructure	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
5.1.2.1	Continued participation by Council on key environmental groups such as the	CEO	X	X	X	X	Ongoing including engagement on Floodplain Risk Management, Restoring Our Rivers and consultations	😊



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	Environmental Water Advisory Group (EWAG) to inform our understanding and ensure our needs and perspectives are heard						and advocacy with the NSW Department of Climate Change, Energy, the Environment & Water (DCCEEW) and other key stakeholders on water issues	
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	X	X	X	X	- Refer to 2.1.1.2 - Advocacy continuing	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	X	X	X	X	- Feedback to date has been quite positive; internal and external - As with all organisations though, culture is something that a leader never stops trying to improve	😐
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	X	X	X	X	Progressing well	😊
6.2.1.1	We continue a process where all Councillors are supported in building their knowledge base and skill sets in the field of local governance and across the issues of specific importance to our communities	CEO	X	X	X	X	Being a councillor, particularly for the first time, can be a daunting experience. The Administration assists, little by little, monthly. But it is a constantly evolving environment, largely due to legislative changes.	😐
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	CEO		X	X	X	Not due for commencement until 2026/27	😊





Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	educational opportunities are available to our communities in the lead up to elections							
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	X	X	X	X	Not commenced	
6.2.2.5	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation	CEO	X	X	X	X	Compliant	
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	X				Compliant with industry practices	
6.3.2.2	Council (with community through the Community Foundation) advocates to government and industry for improved social licence payments, including retrospectively	CEO		X	X	X	Not due for commencement until 2026/27	
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	X	X	X	X	Refer to 2.1.1.2	
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	X	X	X	X	Refer to 2.1.1.2	
6.4.2.2	We create and keep up-to-date advocacy briefs which enable all our Councillors and	CEO	X	X	X	X	Refer to 2.1.1.2	



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	staff to communicate with comprehensive evidence and understanding across our priority areas						Also refer to the 'Correspondence' section in the Business Papers	
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	X	X	X	X	Compliant, as needed	😊
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	X	X	X	X	Compliant	😊



PART C: Team Roles, Accountabilities (Strategic, Business, Projects and Operations) & Monthly Operational Updates

Senior Executive Assistant

The Senior Executive Assistant provides high-level executive, process management, governance, and coordination support to the Chief Executive Officer, Mayor, and Councillors. The role is central to the effective functioning of Council governance, decision integrity, organisational alignment, and public accountability.

Executive Assistant

The Executive Assistant provides high-quality administrative and coordination support exclusively to the Senior Executive Assistant, enabling the effective delivery of executive governance, Council process integrity, and organisational coordination functions.

Accountabilities

SBPO	Accountability
B	Provide high-level administrative and governance support to the CEO, Mayor, and Councillors
B	Coordinate Council and committee processes
B	Support the council meetings, workshops, information flow, and governance compliance
B	Monitor progress, escalate delays, and support reporting through the Monthly Operational Report
B	Assist the CEO in managing statutory reporting, correspondence, media releases, and governance records
B	Provide administrative coordination/support for strategic leadership functions
B	Strategic Leadership and Whole-of-Organisation Alignment
B	Government Relations, Advocacy and External Engagement Support
B	Manage executive correspondence with Ministers, agencies, and external stakeholders
B	Corporate Communications and Reputation Management Support
B	Legal Governance and Risk Administration Support
B	Civic Leadership, Community Presence and Engagement Support
B	Ethical Culture, Code of Conduct and Integrity Administration
B	Human Resource and Workforce Administration Support (Executive-Level)
O	Maintain registers and tracking systems
O	Ensure actions arising from Council decisions are clearly assigned and tracked
O	Drafts reports for officer review and endorsement
O	Support executive coordination across Directorates by ensuring consistent documentation, scheduling, and follow-up
O	Emergency Management and Business Continuity Support
O	Maintain up-to-date contact lists, records, and executive coordination tools
O	Provide CEO administrative support
O	Business Support and Executive Office Administration
O	Provide high-quality executive office administration

Accountabilities

SBPO	Accountability
O	Provide administrative support to the Senior Executive Assistant
O	Assist in preparing, formatting, distributing, and filing Council and committee documentation
O	Support meeting logistics, document control, and record-keeping processes
O	Council Decision Implementation Support
O	Assist in maintaining registers and tracking systems
O	Support follow-up, reminders, and documentation
O	Assist in maintaining accurate, secure, and compliant records and correspondence
O	Support information integrity through correct version control, filing, and confidentiality practices
O	Whole-of-Office Alignment and Workflow Support
O	Support executive office workflow management
O	Assist in maintaining consistency across executive documentation and correspondence
O	Government Relations and External Correspondence Support
O	Assist with preparation and tracking of executive correspondence
O	Assist with document preparation for approved communications
O	Support publication processes by ensuring correct approvals, formatting, and record storage
O	Legal Governance, Risk and Register Support
O	Support deadline tracking and document currency
O	Assist with maintaining emergency contact lists, documentation, and coordination tools
O	Support administrative tasks during emergencies or recovery periods as directed
O	Civic, Community and Engagement Support
O	Workforce and Executive Office Support
O	Business Support and Office Administration
O	Support WHS and wellbeing administration as directed
O	Provide general executive office administration





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WHS & Risk Officer

The WHS & Risk Officer is responsible for coordinating, implementing, and monitoring the Council's Work Health and Safety and enterprise risk management frameworks to ensure compliance with the *Work Health and Safety Act 2011 (NSW)*, associated Regulations and Codes of Practice, and NSW local government governance expectations.

The role provides practical and proportionate WHS and risk systems supporting officers, managers, and the executive to meet their statutory duties, reduce harm, and strengthen organisational resilience, without creating unnecessary administrative burden.

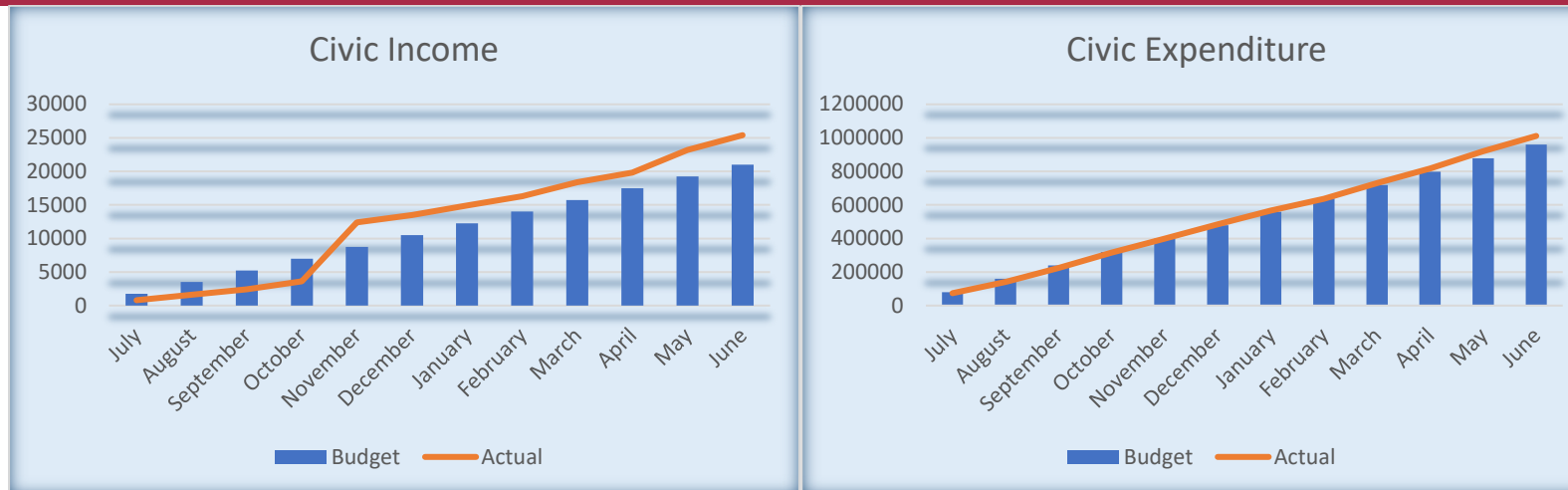
Accountabilities

SBPO	Accountability
O	Coordinate Council's compliance with the Work Health and Safety Act
O	Support Council officers to discharge their due diligence obligations as officers under the Act
O	Maintain and continuously improve the Council's WHS Management System
O	Ensure WHS policies and procedures are current, accessible, and fit for purpose
O	Facilitate systematic identification of workplace hazards across all Council operations
O	Support risk assessments and ensure mitigations align with the hierarchy of controls
O	Monitor the effectiveness of controls and recommend improvements
O	Coordinate reporting, investigation, and analysis of WHS incidents
O	Ensure statutory notification requirements to SafeWork NSW are met
O	Liaise with the return-to-work provider to support injury management and workers' compensation processes
O	Analyse incident trends and provide prevention-focused recommendations
O	Assist by providing administrative support to maintain the Council's risk registers
O	Support risk assessment for major initiatives, capital projects, and service changes
O	Ensure risk information is escalated appropriately and reported transparently
O	Provide WHS and risk reporting to Council (MOR) and to ARIC
O	Support internal and external audits, reviews, and improvement actions related to WHS and risk
O	Track and report closure of audit and review recommendations
O	Support CEO attestations regarding risk management and internal control effectiveness
O	Support development and maintenance of emergency preparedness and business continuity arrangements
O	Contribute to disaster risk reduction, preparedness, and recovery planning
O	Provide WHS input into emergency response and recovery activities
O	Coordinate WHS training, inductions, and competency requirements
O	Promote a positive, practical safety culture aligned with Council values
O	Support managers and supervisors to fulfil their WHS responsibilities



Civic

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Council Income and Operational and Capital Expenditure by Team

Civic – Governance – Operational Update

Coming next month – Monthly updates for all of Council's operational teams.

Civic – Governance – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Operations

Works Superintendent

This position will provide leadership over the Council's infrastructure and town amenity operational service delivery. The role ensures public safety, legislative compliance, service continuity, and cost-effective operations across roads, water and sewer, waste, depots, plant, parks & gardens, open space, and associated operational assets.

The position is responsible for translating Council policy, capital investment, and asset strategies into safe, reliable, and efficient operational outcomes, particularly within a small rural council environment subject to seasonal, climatic, and capacity constraints.

Accountabilities

SBPO	Accountability	SBPO	Accountability
B	Ensure compliance with all relevant legislation and standards	O	Oversight of private works, commercial infrastructure services, and revenue-generating operational activities
B	Uphold public safety, duty of care, and risk mitigation across all operational activities	O	Operation and servicing of public amenities
B	Oversight of operational readiness across all infrastructure services	O	Oversight of arborist services, public domain lighting, public conveniences, and shared-use paths and cycleways
B	Management of routine and reactive works programs	O	Leadership of operational response to emergencies and natural disasters
O	Oversight of heavy vehicle operations and seasonal workload	O	Coordination of disaster recovery works and restoration of essential services
O	Ensure continuity of essential services	O	Contribution to organisational emergency planning and resilience
O	Management of road, bridge, and transport infrastructure maintenance and construction	O	Management of operational budgets, cost discipline, and efficiency initiatives
O	Oversight of aerodrome maintenance operations, compliance, and safety	O	Support for the delivery of operational or capital works
O	Delivery of cost-effective programs that balance service levels, risk, and resource constraints	O	Leadership of the operational transport and town maintenance workforce and contractors with a strong safety culture
O	Deliver parks, gardens, open space and public amenity works as the service provider	O	Oversight of WHS compliance, training, and incident management
O	Oversight of depot operations, fleet and plant safety, and compliance	O	Development of workforce capability, succession planning, and operational resilience
O	Control of plant utilisation, downtime, and operating costs		

Operations

Civic - Operations - Business as Usual

Coming next month – Monthly updates for all of Council's operational teams.

Civic - Operations – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



PART D: Executive Summary

(Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Work in Progress – Watch this space to record future achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends and significant highlights each month.



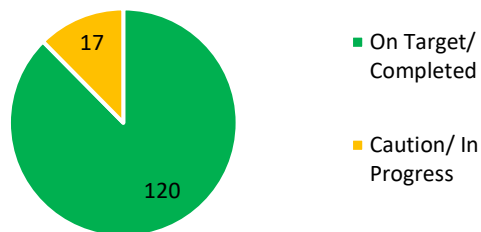
PART A: Executive/Management Accountabilities

Executive Manager Community & Governance Accountabilities						
The Executive Manager Corporate, Community & Governance provides executive leadership over the Council's corporate governance frameworks, community services, organisational integrity, and enabling functions. The role ensures Council operates with transparency, probity, and accountability while delivering inclusive community services, supporting organisational capability, and maintaining strong public trust. The position plays a central role in governance assurance, organisational culture, community wellbeing, and cross-directorate coordination, particularly within a small rural council context.	SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
	S	Governance Systems, Council Corporate systems, compliance frameworks & registers	S	Community Development	B	Corporate Planning, Reporting & Governance Frameworks
	S	Council's Integrity, Probity & governance	S	Commercial Business	B	Cultural Plan
	S	Records & Information Management	S	Caravan Park Strategy	B	Monthly Operational Report
	S	Privacy	S	Discovery Centre	B	Enterprise Risk Management Framework & Reporting
	S	Legislative Compliance	S	Community Fee-for-Service facilities	B	Business Continuity Planning & Organisational Resilience
	S	Council & Committee Processes	S	Leasing	B	Audit Risk Improvement Committee
	S	Community Services inc Community Halls, Museums, Arts & Cultural Programs	S	Property Investments/Divestments	B	Internal Audits
	S	Library Services	S	Grants Management	B	Policy & Procedure Coordination
	S	Youth, Seniors and Community Wellbeing Services	B	Contract Management	B	IT Managed Support Agreement
	S	Promotion of social inclusion, access & community resilience	B	Legal Services	B	IT System Software & Hardware
	S	Volunteer Programs	B	Records Management	B	Telephone and Internet Services
	S	Aged Care inc financial oversight & viability, regulatory compliance & clinical governance	B	Section 355s & Advisory Committees	B	Printing Services
	S	Risk Management & business continuity – Aged Care	B	Complaints Handling & Procedural Fairness	B	Communication Towers & Radio Controls
	S	Corporate Performance & Reporting	B	Code of Conduct Administration	B	Portable Assets
	S	Integrated Planning & Reporting	B	Dispute Resolution	B	Community Development
	S	Performance Monitoring	B	Human Resources	B	CED Inter Government Relations
	S	Risk Management	B	Workforce Planning	B	Commercial Business
	S	Business Continuity	B	Remuneration Management	B	Caravan Parks
	S	Audit Risk and Improvement Committee	B	Accountability framework	B	Council Property (Buildings, Facilities & Housing) Operations
	S	Internal Audit	B	Employment Law & Industrial Relations	B	Corporate Change Management
	S	Business Improvement	B	Recruitment and Selection	B	Organisational Culture
	S	Policies & Procedures	B	Return to Work	B	Leadership Development
	S	Information Technology & Communications	B	Staff Education & Training	P	Bidgee Have Extension Project
	S	Cyber Security	B	Onboarding and Induction	P	SW REZ Economic Development
	S	Economic Development & Tourism	B	Staff Health and Wellbeing	P	Section 355s
	S	Business Attraction & Support	B	Volunteer Management	P	IT Tender
	S	Community events & activation	B	Delivery Program & Operational Plans	P	Sustainability Southern Cross Experience
	S	Place-Based Planning	B	Disability Inclusion Action Plan	P	Caravan Park Outsourcing



PART B: 4 Year Delivery Program and 1 Year Operational Plan

Community & Governance



Under the 4-year Delivery Plan, Community and Governance is primarily responsible for Pillar 2 – Our Community and Pillar 3 – Our Economy and jointly responsible for Pillar 1 – Our Lifestyle and Pillar 6 – Our Council.

The Community and Governance Directorate directly oversees the delivery of these outcomes.

Legend

Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTSP – Manager Technical Services & Projects; WS – Works Superintendent

Status: 😊 - On Target/Completed 🟡 - Caution/In Progress 😞 - Critical/Intervention Needed

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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)	Executive Manager Community & Governance (EMCG)		X	X		- Funding secured from NSW Sustainable Communities Program Round 1 - Design finalised for Euston - Design still to be developed for Balranald	😊
1.1.2.5	River Precinct, Kyalite Review and seek funding for the continued development of Kyalite community identified priorities	EMCG	X	X	X	X	- Costings & Feasibility Study for Kyalite water system solution has been conducted - Grant funding to be sourced	😊
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	EMCG	X	X	X	X	- All new infrastructure projects and/or infrastructure upgrade projects must meet “accessibility for all” criteria - Community consultation strategy to be developed and embedded into Council’s new Project Management Framework in 2026/27	😊



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	members who are older, have a disability, specific access needs, young families, diverse cultural groups)						Regularly seek input from residents on accessibility and safety on Bidgee Haven Hostel Extension 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	X	X	X	X	- Annual Services Expo held in October 2025 to promote awareness of local service providers - New Services Civic Reception event held in October 2025 to increase awareness of Balranald Shire needs with key visiting service provider decision makers - Through Strengthening Community Access, Inclusion and Wellbeing Advisory Committee (SCAIWAC) advocated for return of community transport services	😊
1.1.3.8	Develop and maintain a Welcome Pack for newly arrived residents to the Balranald LGA	EMCG			X	X	In partnership with RDA Far West “Welcome Experience”, developed Balranald Hidden Secrets, a welcome to Balranald Shire pack for new residents	😊
1.1.4.1	CCTV strategy to encourage community perception of safety, CCTV would not be monitored, only used for evidential purposes if needed	EMCG		X	X	X	Not due for commencement until 2026/27	😊
1.1.4.2	Apply and advocate for funding / support for youth programs	EMCG	X	X	X	X	Continue to provide regular programs and events for youth through the Library, including After School programs 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	X	X	X	X	- Library, sporting facilities, swimming pool all continue to provide suitable options for youth after hours and on weekends - Formal assessment to be completed in 2026/27	😊
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	X	X	X	X	- SCAIWAC facilitated White Ribbon Training in Balranald and Euston in March 2026 - SCAIWAC also facilitating White Ribbon engagement and education initiative scheduled for August 2026 across the Balranald, Euston and Robinvale communities	😊



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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	X				- Community engaged in the development of the Destination Management plan to define unique attributes of Balranald Shire - Business Exchange held in June 2026 to seek input from local businesses on how to maximise unique attributes of Balranald Shire to increase visitors to stay longer and spend more money in our region	
1.2.1.2	Actively seek funding and implement recommendations of the Destination Management Plan as funding becomes available	EMCG	X	X	X	X	- Destination Management Plan now finalised - Funding sourced through Sustainable Communities Round 1 for marketing of the Spirit of the West Loop, upgrades to the Lake Benanee Camping Area and activation of the Southern Cross Experience - Continue to research other potential funding sources	
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	X	X	X	X	- Working with artist to install mural at Library on Market Street wall - Continuing to explore Water Tower Art at Euston Progressive Advisory Committee (EPAC) and Tourism Economic Development (TED) Advisory Committee	
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	X	X	X	X	- Council supports events via the Tourism events budget allocation and via marketing and promotional activities and paid advertising including the regular monthly calendar of events and social media - Council staff actively involved in coordination and operation of key events including Euston Salami Festival and Balranald Murrumbidgee Classic - Council continuing to assist events to source grant funding to support their future growth	
1.2.2.2	Explore opportunities to join the music festival circuit (consider Big Sky, Sounds of Sand [Mungo] experiences)	EMCG		X	X		- Included in the new Destination Management Plan (DMP) adopted by Council in December 2025 - Not due for commencement until 2026/27	
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	EMCG	X	X	X	X	Council provides ongoing support via donations and fee-free venue hire to not-for-profit organisations where appropriate	



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	inclusive of all community and celebrate our unique features							
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	X	X	X	X	- Attraction strategies for events included in the new DMP adopted in December 2025, but no major events attracted at this stage - Council continues to support current events that attract visitors such as The Great Murray River Salami Festival, Homebush Rodeo, Balranald Races and the Murrumbidgee Classic and Kyalite Fishing Classic - Practice matches and a Robinvale Euston Eagles Home Game held at Euston Recreation Reserve for the first time in several years	🟡
1.3.1.1	Collaborate with external agencies and services to understand health and well-being service gaps	EMCG	X	X	X	X	- Annual Services Expo and Inaugural Services Civic Reception held in October 2025 - Local Health Network established with key local Health Service Providers, inc the Hostel, Local Health District, GP Clinic and in-home support for aged care, to identify and work together to address service gaps	😊
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)	EMCG	X	X	X	X	- Data currently being collated from activities provided through SCAIWAC's Office of Responsible Gambling Mental Health & Wellbeing Grant activities to identify service gaps - Survey conducted at annual Services Expo - New Services Civic Reception held to coincide with Services Expo in October 2025 to advocate to key decision makers of visiting services the unique needs of Balranald Shire residents	😊
1.3.1.3	Continue to support service networking opportunities such as the Annual SCAIWAC / Maari Ma Health and Wellbeing Services EXPO	EMCG	X	X	X	X	Services Expo held in October 2025 with 39 Registered stalls, 80 service providers and 120 residents in attendance	😊
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	EMCG	X	X	X	X	Provided the Nominated Supervisor role for the Balranald Early Learning Centre to stay open from September to December 2025 while the local parent-run committee transitioned to a commercial operator	😊



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	services are not delivering to agreed scope or scale						- SCAIWAC advocated for the return of community transport services to Balranald through Kirinari - Supporting the Country Mayors Association and Rural Doctors Network to advocate for better GP services and funding in rural areas	
1.3.2.2	Undertake further research to determine value to LGA moving into Riverina Local Health District, advocate accordingly	EMCG	X	X			- Due to its remote location, Balranald Shire sits on the edge of any service region, so focus has been on advocating for better awareness of Balranald's service needs and partnering with all providers - The focus of advocacy should be 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	EMCG	X	X	X	X	- Continue to support implementation of Iluka's Community Benefits Fund program - Through South West REZ project, develop a better understanding of how to prioritise and maximise community benefits from renewable energy projects - Continue to negotiate equitable funding from any new major projects established within the Shire region	😊
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	EMCG	X	X			- Applied for funding for a Community Services Hub in Euston through Round 2 Sustainable Communities Program, but were unsuccessful - Exploring other options to provide facility in Euston	😬
1.3.3.1	Drawing on Actions 1.3.1.1 and 1.3.2.1 Council consider its role in the provision of identified key services – where no outside provider can be secured, funding is available, and the service is self-sustaining. Any role assumed by Council in the health / wellbeing sector should focus on community capacity building and awareness raising	EMCG	X	X	X	X	- SCAIWAC are constantly identifying health/wellbeing gaps and advocating accordingly - SCAIWAC are also identifying gaps to deliver required programs funded through their Office of Responsible Gambling Mental Health/Wellbeing grant	😊
1.3.3.2	Recognise Mental Health was a key service gap identified across all LGA communities and focus on solutions as	EMCG	X	X	X	X	SCAIWAC are currently delivering Mental Health workshops across the shire and supporting programs that provide community connection, participation and	😊



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	a service priority – including the key role of connection, participation and creativity in good mental health						social cohesion through the Office or Responsible Gaming Mental Health/Wellbeing grant SCAIWAC facilitating local residents to undertake a Diploma of Mental Health through NSW 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 ownership to the community	EMCG	X	X	X	X	- Council has commenced construction of the Bidgee Haven Retirement Hostel Extension Project, which includes a 6-bed Memory Unit and upgrades to existing Kitchen, Dining and Laundry Facilities at the Hostel - Focus on bringing Hostel back to a financially sustainable business model prior to implementing any transition plan back to community ownership	😊
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	EMCG	X	X	X	X	Liaising with education and training services on developing a local skills pathway for residents via the Hostel and potential funding sources for the model, inc Local Government Trainee & Apprenticeships	😊
1.3.3.5	Council supports the final development and distribution of SCAIWACs Health and Wellbeing Service Directory throughout the LGA communities	EMCG	X	X			SCAIWAC's Health and Wellbeing Service Directory has been completed and distributed	😊
1.3.4.1	Volunteer organisations using Council owned buildings AND Volunteer organisations in buildings not owned by Council are aware of the process for requesting rate donations	EMCG	X	X	X	X	Ongoing education process in place for current tenants	😊
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	X	X	X	X	- No Council activities held in 2025/26 - To be reactivated in May 2027 and all future years	😬
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	EMCG	X	X	X	X	Regular promotion of Gallery's activities via Calendar of Events, Council Newsletter, social media and joint media promotional campaigns and activities	😊



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	programs, mobile delivery? Pop-Up arts events)							
1.4.1.3	Proactively promote our highly valued lifestyle attributes for population attraction and growth	EMCG	X	X	X	X	- Lifestyle attributes are currently being promoted via destination marketing campaigns and media activities - Welcome Experience actively promoting the region through its networks to attract Key Workers (eg teachers, health professionals, police, etc)	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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		X	X	X	Not due for commencement until 2026/27	😊
2.1.2.1	Through the Volunteer Coordinator research volunteer mentoring models for children and youth	EMCG		X	X	X	Not due for commencement until 2026/27	😊
2.1.2.2	Through Council events, services and public spaces (such as parks and gardens) create safe and supported opportunities for schools to facilitate their student's participation in volunteering roles (with the added benefit of exposing young people to careers in Local Government)	EMCG			X	X	Not due for commencement until 2027/28	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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			X	X	Not due for commencement until 2027/28	😊
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			X	X	Not due for commencement until 2027/28	😊
2.2.1.1	Building on Objective 1.3 understand services strengths and gaps specific to families with children aged 0-18 years	EMCG	X	X	X	X	- Ongoing via SCAIWAC initiatives - Strong participation from school students at Services Expo, helped develop a better understanding of the needs of families and children	😊
2.2.1.2	Understand the needs and aspirations of our LGA families with children aged 0-18 years	EMCG	X	X	X	X	- Representation of local school's on SCAIWAC helps improve understanding - Library's activities and support for the Balranald Early Learning centre has helped Council improve their relationship and understanding of the needs and aspirations of families and children	😊
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	EMCG	X	X	X	X	- Council has been active in advocating for Early Learning needs and gaps in our community - Council supported the Balranald Early Learning Centre to stay open from September to December 2025 while the local parent-run committee transitioned to a commercial operator - Council engaging with local family support programs in Euston through the Euston Public School, building awareness of the unique needs of families and children in Euston	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	X	X	X	X	- Council has been active in upgrading our public spaces across the LGA including the Lions Park upgrade and riverwalk trails - Currently seeking funding to upgrade/add external infrastructure and lighting to the Balranald Discovery Centre precinct for more day and night-time activities for the community	😊
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	X	X	X	X	SCAIWAC's service directory has been distributed and support for the annual Health & Wellbeing Services Expo	😊
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	X	X	X	X	Ongoing via SCAIWAC meeting and 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	X	X	X	X	Ongoing via SCAIWAC meeting and initiatives	😊
2.2.2.3	Create clear advocacy documents which build on Actions 2.2.2.1 and 2.2.2.2 (above) to secure the service needs of our early years' community. Consider alternative delivery models, pilot programs and partnerships with key services	EMCG	X	X	X	X	Ongoing via SCAIWAC meeting and initiatives	😊
2.2.3.2	Work with Early Childhood Education and Care Services, Early Years Managers, local schools and Departments of Education to	EMCG	X	X	X	X	Actively involved with Welcome Experience to support the settlement of key workers into Balranald	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	facilitate levers for workforce development and recruitment (including housing and amenity features)						- Establishing networks with local training stakeholders to better understand the options - Further work to be undertaken in 2026/27 to build on these relationships	
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	X	X	X	X	Local school representation on SCAIWAC on these issues	😊
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		X			Not due for commencement until 2026/27	😊
2.3.1.2	Develop a DIAP Implementation Plan, setting priority actions by years and resourcing requirements	EMCG		X			Not due for commencement until 2026/27	😊
2.3.1.3	A celebration to launch the DIAP is planned and held	EMCG		X			Not due for commencement until 2026/27	😊
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	EMCG		X			Not due for commencement until 2026/27	😊
2.3.2.2	Council becomes an accredited White Ribbon Organisation	EMCG			X		Not due for commencement until 2027/28	😊
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			X	X	Not due for commencement until 2027/28	😊
2.3.2.4	Council model the ability to provide safe, inclusive and equal participation	EMCG			X	X	Not due for commencement until 2027/28	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	opportunities to all community members through their employment and volunteering roles							
2.4.1.1	With the leadership and inclusion of First Nations people Council research and adopt its first REFLECT Reconciliation Action Plan (RAP)	EMCG		X	X		• Not due for commencement until 2026/27	😊
2.4.1.2	Develop a RAP Implementation Plan, setting priority actions by years and resourcing requirements	EMCG			X		• Not due for commencement until 2027/28	😊
2.4.1.3	A celebration to launch the RAP is planned and held	EMCG			X		• Not due for commencement until 2027/28	😊
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			X		• Not due for commencement until 2027/28	😊
2.4.2.2	Council researches the framework for developing and sustaining a First Nations Advisory Group of Council	EMCG				X	• Not due for commencement until 2028/29	😊
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				X	• Not due for commencement until 2028/29	😊
2.4.4.2	Research and develop a First Nations Cultural Trail spanning the LGA	EMCG				X	• Not due for commencement until 2028/29	😊
2.4.5.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	EMCG			X	X	• Not due for commencement until 2027/28	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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)	EMCG		X	X		Not due for commencement until 2026/27	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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		X	X	X	Not due for commencement until 2026/27	😊
3.1.1.2	Council utilises existing mechanisms (Council newsletter, Rates Notices) and medias (newspapers, radio, social media) to ensure Shire communities are aware of economic development opportunities including employment, training, industry tours, grants and rebates	EMCG	X	X	X	X	- Council regularly disseminates information on economic development opportunities via Council newsletters, media releases, social media posts and Council funded workshops - Business Exchange forums reinvigorated in June 2026 as a way to connect with local businesses	😊
3.1.2.1	The Economic Development Officer / Concierge role (Strategy 3.3.3) researches the accreditation, licencing and procurement	EMCG	X	X	X	X	Currently seeking grant funding opportunities to resource this role as not funded in operational budget	😟



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	needs of existing and emerging industries and develops and implements a staged suite of trainings to respond (alignment to Strategy 3.5.1)							
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	X	X	X	X	Currently seeking grant funding opportunities to resource this role as not funded in operational budget	🟡
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	X	X	X	X	- 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 will also be used for grant funding applications where required	😊
3.1.3.2	Include Factsheet in any economic prospectus development (Strategy 3.3.2)	EMCG	X				Prospectus to be developed	🟡
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		X	X	X	Not due for commencement until 2026/27	😊
3.1.3.4	Undertake a business retention and expansion study to support local businesses to capitalise on opportunities for growth	EMCG			X	X	Not due for commencement until 2027/28	😊
3.2.1.1	The enduring value of our engine industries (including agriculture, tourism, service sector) is understood and protected	EMCG	X	X	X	X	Some data is provided in Council's current Economic Development Strategy. This will be expanded further along with recommended actions	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
3.2.3.3	Apply to the NSW Sustainable Communities Program Early Investment Round to reduce possible impacts of the Water Buy Back	EMCG	X	X	X	X	- Secured \$778,000 in first round of Sustainable Communities Program - Unsuccessfully applied for Round 2 - Supporting community organisations to apply for Round 3 - Negotiating with funding body re: challenges to	😊
3.3.1.2	Facilitate the development commercially viable employment precincts in the communities of Balranald and Euston	EMCG		X	X	X	Not due for commencement until 2026/27	😊
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		X	X		Not due for commencement until 2026/27	😊
3.3.2.2	The Economic Development Officer / Concierge role (Strategy 3.3.3) promote and disseminate the completed prospectus (Strategy 3.1.1)	EMCG			X	X	Not due for commencement until 2027/28	😊
3.3.3.1	Engage with neighbouring LGAs to gauge interest in a shared Economic Development Officer / Concierge position	EMCG	X				Currently seeking grant funding opportunities to resource this role as not funded in operational budget	😐
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)	EMCG	X				Currently seeking grant funding opportunities to resource this role as not funded in operational budget	😐
3.3.3.3	Once recruited the Economic Development Officer / Concierge role is broadly promoted and commences actively engaging with industry and business	EMCG	X	X	X	X	Currently seeking grant funding opportunities to resource this role as not funded in operational budget	😐
3.3.4.1	The Economic Development Officer / Concierge (Strategy 3.3.3), especially if an	EMCG		X			Not due for commencement until 2026/27	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	inter-LGA position, leads the development of an inter-LGA Economic Development Advisory Group (EDAG) and provides ongoing secretariat support							
3.3.4.2	Representation from key industries on the EDAG is sought. Representatives should be at the highest available local oversight roles – with capacity to provide leverage both up and down through the organisation / industry	EMCG		X	X	X	• Not due for commencement until 2026/27	😊
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	EMCG		X	X	X	• Not due for commencement until 2026/27	😊
3.3.5.2	Create an efficient and cost-effective Regulatory environment for doing business	EMCG	X	X	X	X	• In Progress	😊
3.4.1.1	Implement Destination Management Plan actions	EMCG	X	X	X	X	• In Progress	😊
3.4.2.1	Develop self-drive and walking tour experiences that move visitors around the LGA (EDS, Action 1.4.2)	EMCG		X	X	X	• Not due for commencement until 2026/27	😊
3.4.2.2	Finalise and activate the Far South West Heritage & Cultural Trail	EMCG	X	X	X	X	• In Progress	😊
3.4.2.3	Sculpture Trail along the rivers in Balranald, Euston and Kyalite	EMCG		X	X	X	• Not due for commencement until 2026/27	😊
3.4.2.4	Southern Cross Exhibition Audio/Visual equipment to facilitate self-guided tours	EMCG		X	X	X	• Not due for commencement until 2026/27	😊
3.4.3.1	Drawing on opportunities identified in the Prospectus (Strategy 3.3.2) encourage	EMCG			X	X	• Not due for commencement until 2027/28	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	investor interest in visitor accommodation options							
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	EMCG	X	X	X	X	In Progress	🟡
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	EMCG		X	X	X	Not due for commencement until 2026/27	😊
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)	EMCG		X	X	X	Not due for commencement until 2026/27	😊
3.4.4.3	Electronic Information Boards for Balranald & Euston	EMCG		X	X	X	Not due for commencement until 2026/27	😊
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.	EMCG		X			Not due for commencement until 2026/27	😊
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			X		Not due for commencement until 2027/28	😊
3.5.1.2	Based on the skills gap audit develop a skills remediation strategy which identifies funding	EMCG			X		Not due for commencement until 2027/28	😊



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	sources (including potential contributions from industry) and training providers							
3.5.1.3	Promote and deliver training schedule (alignment to Strategy 3.1.2)	EMCG			X	X	Not due for commencement until 2027/28	😊
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			X		Not due for commencement until 2027/28	😊
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			X	X	Not due for commencement until 2027/28	😊
3.6.1.2	Economic Development Officer / Concierge research all available population and skills attraction incentives and initiatives, apply / subscribe to those relevant	EMCG		X	X	X	Not due for commencement until 2026/27	😊
3.6.2.1	Understand and connect with the DAMA initiative	EMCG			X	X	Not due for commencement until 2027/28	😊
3.6.2.2	Pursue and promote DAMA opportunities across the LGA to fill identified key workforce shortages	EMCG			X	X	Not due for commencement until 2027/28	😊
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	X				Not yet complete, work to be undertaken in 2026/27 by Council's Executive Management and the Economic Development department	😬



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Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	X	X	X	X	Not yet complete, work to commence in 2026/27 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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
4.1.2.2	Refer to DIAP for accessibility specific priorities (see Strategy 2.3.1) regarding active transport	EMCG	X	X	X	X	- Two active transport funding applications submitted to improve safe pedestrian access across Balranald Shire and upgraded footpath from the Euston Public School to the Euston Recreation Reserve - New DIAP to be developed in 2026/27, which will incorporate information from the new Asset Management Plan and Footpaths strategy	😊
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	EMCG		X	X	X	Not due for commencement until 2026/27	😊
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	EMCG	X	X			Housing Strategy not due for completion until 2026/27	🟡



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	Council Staff (parallel to Strategy 1.3.3) and essential workers identified through workforce gap analysis							
4.2.1.5	Design and build 3-5 self-contained units for permanent and agency staff at Bidgee Haven Hostel	EMCG	X	X	X		- Applied for funding but unsuccessful - Advised by funding to apply again, after Council has completed Bidgee Haven Hostel extension	🟡
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	X	X	X	X	Housing Strategy not due for completion until 2026/27	🟢
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	EMCG	X	X	X	X	Housing Strategy not due for completion until 2026/27	🟢
4.3.3.1	Council seeks sound local knowledge to inform its understanding of current digital connectivity service levels	EMCG	X				- Council currently renewing IT Managed Service Provider, once appointed work with provider to better understand current digital service levels - Work to commence after 1 October 2026	🟡
4.3.3.2	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking collective advocacy regarding reliable and affordable digital connectivity	EMCG	X				RAMJO coordinating advocacy project on digital connectivity across the Riverina Murray	🟢



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	X	X	X	X	• In Progress aligned with the Destination Management Plan (DMP) actions	
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	X				• In Progress aligned with the DMP actions	
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	EMCG		X	X	X	• Not due for commencement until 2026/27	
5.2.1.5	Advocate for an increased provision of public transport into our LGA communities	EMCG		X	X		• Not due for commencement until 2026/27	
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	X	X	X	X	• Additional EV charges have been installed at the Discovery Centre precinct in Balranald and adjacent to the Euston Hotel and Caravan Park in Euston	



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5.2.2.2	Council supports the development of community gardens through the provision of Council land	EMCG			X	X	Not due for commencement until 2027/28	😊
5.2.2.3	Council increases awareness of and encourages the uptake of renewable energy sources	EMCG		X	X		Not due for commencement until 2026/27	😊
5.2.2.4	Through Buy Local campaigns Council encourages a decrease in food miles and carbon emissions	EMCG	X	X	X	X	- Buy Local Campaigns continue to be implemented - A long-term sustainable campaign will be launched in August 2026	😊
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	X	X	X	X	- Councillors provided with Laptops to facilitate the provision of all Council documents electronically - Agendas and Business Papers only printed if requested - Council newsletter circulated electronically, but also circulated in paper-based format	😊
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	EMCG			X	X	Not due for commencement until 2027/28	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	EMCG	X	X	X	X	- Based on advice from current internal audit into workforce planning, further work is required to improve Council's Workforce Strategy - Workforce Strategy to be updated and re-tabled to Council for approval	😬



Balranald Shire Council Monthly Operational Report – June 2026 Community & Governance

Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	Implementation Plan (July Aug –25/26), Review in 2028/29							
6.1.1.2	Council identifies enduring workforce shortages and develops creative and broad reaching recruitment strategies, showcasing career attractions (short commutes, friendly communities etc)	EMCG	X	X	X	X	- Office of Local Government FreshStart trainees/apprentices currently employed in Planning, Engineering, Workshop & Horticulture - Future funding applications to be submitted for new funding round, in areas requiring succession planning for potential future vacancies inc Water & Sewer and the Hostel	😊
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	X	X	X	X	- As per 6.1.1.2 - Council to actively promote Local Government Careers during Local Government Week in early August 2026 - Council to participate in local careers Expo coordinated by Regional Industry Education Partnerships (RIEP) Officer	😊
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	X	X	X	X	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	X	X	X	X	Ongoing	😊
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)	EMCG	X	X	X	X	- Induction process requires review - Currently updating internal Human Resources Manual and automating some of the key induction processes online - Once Manual and processes finalised, onboarding resources to be developed	😐
6.2.2.1	Building on Strategy 3.1.1 a Shire residents' communications framework is developed	EMCG	X	X	X	X	Ongoing via Council's communication mediums and media releases	😊



Balranald Shire Council Monthly Operational Report – June 2026 Community & Governance

Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	utilising multiple strategies / communication platforms and drawing on community advice (delivered by a Community Development Officer role)						Currently seeking grant funding opportunities to resource this role as not funded in operational budget	
6.2.2.2	Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities	EMCG	X	X	X	X	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	EMCG	X	X	X	X	Part of Council's Communication & Engagement Strategy	😊
6.3.1.1	Council research and present Community Foundation models including those implemented by like communities and LGAs	EMCG	X	X	X	X	Discussed at TED Advisory Committee, but still in planning stages	😊
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	EMCG		X	X	X	Not due for commencement until 2026/27	😊
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	EMCG	X	X	X	X	Discussed at TED Advisory Committee, but still in planning stages	😊
6.3.4.2	Council continues to seek out, win and acquit all grants in a timely and thorough manner	EMCG	X	X	X	X	- Ongoing as per the monthly Grants Projects Update Report - A draft Grant Funded projects process has been developed and currently being reviewed	😊
6.4.2.1	Based on community engagement Council establishes a high, medium and low	EMCG	X	X	X	X	Established Monthly Operational Report template to report against actions in the 4-year	😊



Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
	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)						Delivery Plan, which is generated from Council's Community Strategic Plan, which had substantial community engagement Further work to establish a bi-annual review of priorities to be developed in 2026/27	
6.4.3.2	Where possible Council shares professional development opportunities with outside agencies and organisations	EMCG	X	X	X	X	- Joint training undertaken with Wentworth Shire Council through funding received through the Drought Fund - SCAIWAC facilitating White Ribbon and Mental Health training for outside organisations and community members - Other opportunities to be considered as they arise	



PART C: Team Roles, Accountabilities (Strategic, Business, Projects and Operations) & Monthly Operational Updates

Bidgee Haven

Facility Nurse Manager – Bidgee Haven

The Facility Nurse Manager provides clinical leadership, governance assurance, and operational management of Bidgee Haven Residential Aged Care Facility, ensuring residents receive safe, dignified, and high-quality care consistent with contemporary clinical standards and community expectations.

Administration Officer

The Administration Officer is responsible for providing high-level administrative, governance, compliance, and financial support to Bidgee Haven Hostel, a Council-owned and operated, fully accredited residential aged care facility.

Registered Nurses

A Registered Nurse is responsible for the delivery of safe, high-quality, and compliant clinical care to residents of Bidgee Hostel. Operating under the clinical governance and leadership of the Facility Nurse Manager, the Registered Nurse exercises professional judgement, clinical leadership, and accountability for nursing care delivery, supervision of support staff, and compliance with legislative, accreditation, and the council requirements.

Accountabilities

SBPO	Accountability
B	Rights and safety of the Individual
B	Clinical and Quality Oversights
B	Serious Incident Reporting and Management
B	Restrictive Practices
B	Workforce Management
B	Statutory Compliance
B	Financial Compliance
B	Policy content and implementation
B	Quality Indicator Program
B	Incident Management
B	Continuous Improvement
B	Multidisciplinary Coordination
B	Advanced Care Planning
B	Promotion and advertisement
B	Code of Conduct Management
B	Outbreak management
B	Open Disclosure
B	Code of Conduct Management
B	Outbreak management

Accountabilities

SBPO	Accountability
O	Mandatory Reporting
O	Mandatory Advisory Body
O	Workforce Management
O	WHS
O	Maintenance
O	Emergency Preparedness
O	Invoicing
O	Complaints and Feedback
O	Continuous Improvement
O	Stock control
O	Promotion and advertisement
O	Code of conduct implementation
O	Privacy and confidentiality
O	Outbreak management

Accountabilities

SBPO	Accountability
O	Supervision of junior staff
O	Liaising with individuals health team
O	Clinical risk management
O	Medication management
O	Infection control
O	Care planning
O	Dignity of risk
O	Health assessments
O	SIRS compliance
O	Incident reporting and compliance
O	Restrictive practices
O	Open Disclosure participation
O	Care minute targets
O	Code of conduct compliance
O	Professional development



Bidgee Haven (cont.)

Activities Coordinator

The Activities and Lifestyle Coordinator is responsible for planning, coordinating, delivering, and continuously improving a comprehensive Lifestyle Program for residents of Bidgee Haven Hostel, a Council-owned and operated, fully accredited 15-bed residential aged care facility.

Catering Officer

The Chef/Catering Officer is responsible for delivering safe, nutritious, and high-quality food and hydration services to residents of Bidgee Haven Hostel, a Council-owned and operated, fully accredited residential aged care facility.

Housekeeper

The Housekeeper - Hostel is responsible for maintaining a clean, safe, and hygienic environment at Bidgee Haven Hostel, a Council-owned and operated, fully accredited residential aged care facility.

Personal Care Assistants & Carers

The Personal Care Assistant (PCA)/ Carer is responsible for providing safe, respectful, and high-quality personal care and support services to residents of Bidgee Haven Hostel in accordance with individual care plans, legislative requirements, and Balranald Shire Council policies.

Accountabilities

SBPO	Accountability
O	Individualised lifestyle plans
O	Choice and control of the individual compliance
O	Dignity of risk/dignity of choice
O	Program development
O	Develop community links
O	Encourage diversity and inclusion
O	Participation records
O	Regular reviews
O	Clinical collaboration
O	Dementia specific programs
O	Liaise with spiritual care teams

Accountabilities

SBPO	Accountability
O	Meal quality
O	Dining experience including dementia friendly dining
O	Nutritional audits
O	Feedback and complaints
O	Food Safety Audits
O	Food and personal hygiene standards
O	Food Safety documentation
O	Infection Prevention
O	WHS
O	Dignity of risk/dignity of choice
O	Privacy
O	Code of conduct compliance

Accountabilities

SBPO	Accountability
O	High level cleaning
O	Dignity of risk/dignity of choice
O	Incident reporting and compliance
O	Open disclosure participation
O	WHS
O	Code of conduct compliance
O	Professional development
O	Infection Prevention
O	Spill and hazard response
O	Chemical safety
O	Waste management

Accountabilities

SBPO	Accountability
O	Infection Control
O	Dignity of risk/dignity of choice
O	SIRS compliance
O	Incident reporting and compliance
O	Restrictive practices
O	Open disclosure participation
O	Care minute targets
O	Code of conduct compliance
O	Professional development



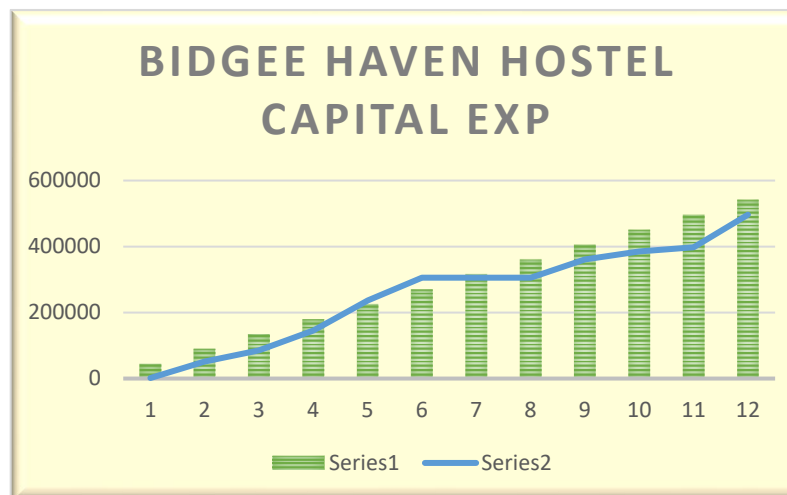
Bidgee Haven

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team





Bidgee Haven – Operational Update

Coming next month – Monthly updates for all of Council's operational teams.

Bidgee Haven – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Caravan Park

Caravan Park Coordinator

The Caravan Park Coordinator is responsible for the efficient, safe, and commercially sound day-to-day management and operation of the Balranald Caravan Park.

Operating within Council's governance, commercial, and community service frameworks, the position ensures the Caravan Park is managed as a high-quality visitor facility that supports local tourism, economic activity, and Council's reputation as a professional service provider.

Reservations Officer

The Reservations Assistant is responsible for accurately administering bookings, guest enquiries, and front-office operations at the Balranald Caravan Park.

Operating under the direction of the Caravan Park Coordinator, the role supports efficient Park operations, positive visitor experiences, sound financial controls, and the council's reputation as a professional service provider.

Accountabilities

	Accountability
☐	Supervise and undertake the day-to-day operation of the Balranald Caravan Park
☐	Manage accommodation bookings, reservations, check-in and check-out processes
☐	Respond to after-hours and emergency calls as required
☐	Deliver a consistently high standard of customer service and visitor experience
☐	Respond to customer enquiries, resolve complaints, and manage service issues professionally
☐	Promote local tourist attractions, events, and recreational facilities to visitors
☐	Represent Council positively and professionally at all times
☐	Supervise and support the Reservations Officer and Casual Cleaners
☐	Provide induction and on-the-job training to new staff
☐	Allocate daily tasks and ensure coverage for operational requirements
☐	Lead, encourage, and participate in team activities
☐	Foster a positive, respectful, and customer-focused team culture
☐	Support Equal Employment Opportunity principles and inclusive practices
☐	Conduct daily banking, reconciliation of accounts, and payment processing
☐	Manage ordering of consumables and maintain effective stock and inventory controls
☐	Support commercial sustainability through efficient operations and cost awareness
☐	Maintain accommodation
☐	Undertake or coordinate routine cleaning
☐	Carry out general grounds maintenance
☐	Conduct frequent inspections of Park assets
☐	Maintain a safe working environment
☐	Participate in the implementation of safe systems of work
☐	Risk Management, WHS and Public Safety
☐	Continuous Improvement and Governance Support

Accountabilities

SBPO	Accountability
☐	Administer accommodation bookings, cancellations, amendments, and enquiries
☐	Manage guest check-in and check-out processes accurately and efficiently
☐	Maintain accurate booking and guest records in Council systems
☐	Deliver courteous, timely, and professional customer service
☐	Respond to enquiries in person, by phone, and electronically
☐	Process payments, receipts, and transactions in accordance with approved procedures
☐	Assist with daily banking and reconciliation as directed
☐	Maintain integrity of cash handling and EFTPOS processes
☐	Support transparent and auditable financial practices
☐	Comply with Council WHS policies, procedures, and safe work practices
☐	Identify and report hazards, incidents, or unsafe conditions
☐	Maintain a safe environment for guests, staff, and visitors
☐	Support service improvement initiatives and operational enhancements
☐	Maintain confidentiality of guest and Council information
☐	Support Council objectives and decisions in the public forum
☐	Undertake other duties within the scope of skills, competence, and training as directed



Housekeepers

The Housekeeper/s – Caravan Park is responsible for the cleaning, presentation, and basic upkeep of Council-owned Caravan Park buildings and facilities to ensure they are maintained to a consistently high standard of cleanliness, hygiene, and presentation.

Operating under the direction of the Caravan Park Coordinator, the position supports positive visitor experiences, public health, asset protection, and Council's reputation as a professional service provider. The role is a key frontline contributor to service quality and visitor satisfaction.

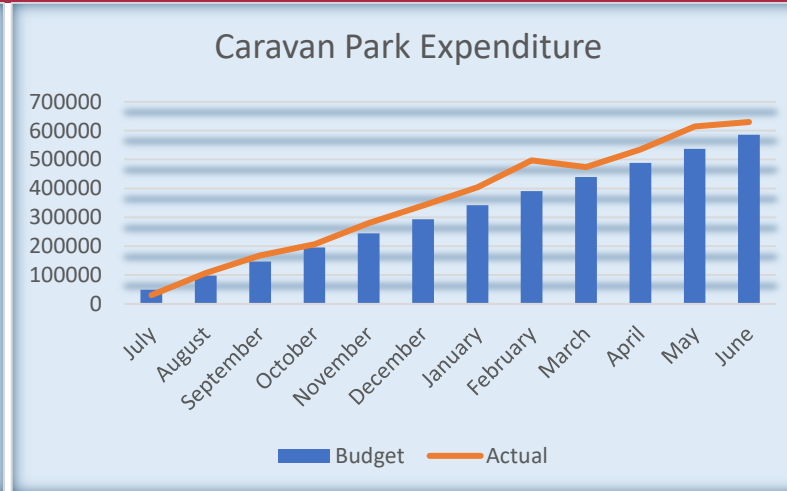
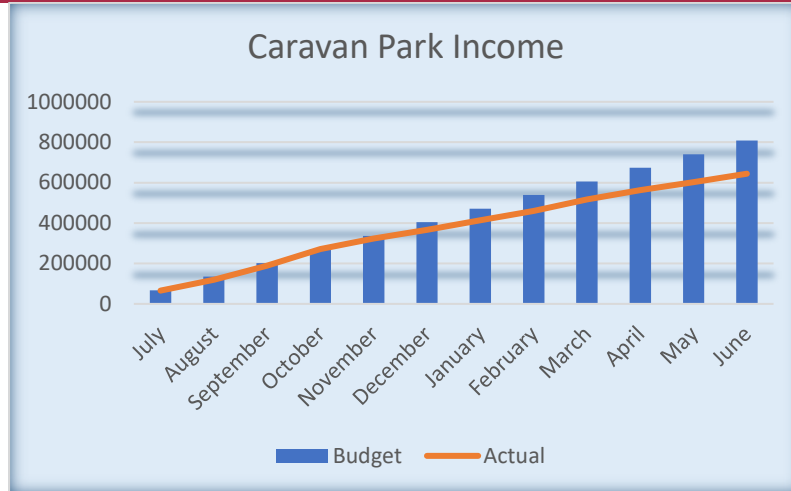
Accountabilities

SBPO	Accountability
O	Perform daily cleaning and upkeep of Caravan Park
O	Ensure high standard of cleanliness and hygiene
O	Assist with peak-period turnover of accommodation
O	Provide courteous, respectful, and helpful interactions with guests, staff, and visitors
O	Asset Care, Maintenance and Presentation
O	Assist with maintaining high standards of organisation and presentation
O	Contribute to a safe, tidy, and welcoming Park environment
O	Comply with Council's Work Health & Safety policies
O	Use cleaning chemicals, equipment, and PPE safely and as instructed
O	Identify and report hazards, incidents, or unsafe conditions
O	Participate in training programs
O	Contribute positively to team activities
O	Maintain confidentiality
O	Undertake other duties within the scope of skills, competence, and training as directed



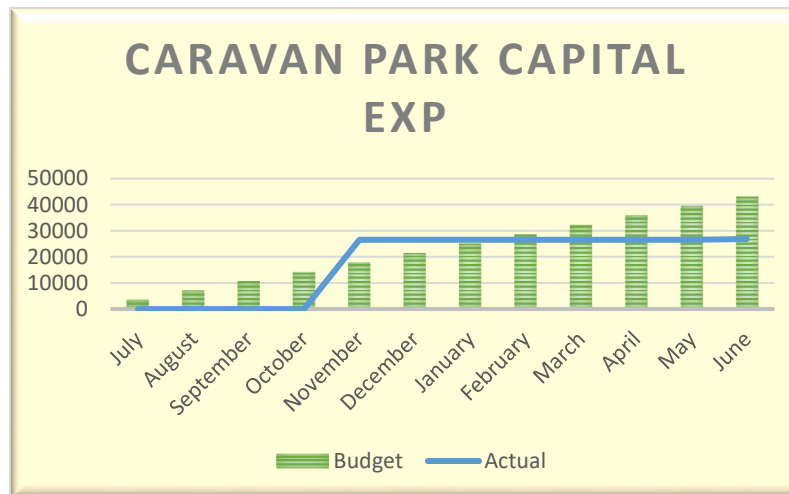
Caravan Park

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team





Caravan Park - Business as Usual

Coming next month – Monthly updates for all of Council's operational teams.

Caravan Park – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Economic Development/ Tourism & Community

Community Projects, Tourism / Economic Development & Grants Coordinator

The Community Projects, Tourism / Economic Development & Grants Coordinator is responsible for the coordination and delivery of the Council's tourism, economic development, community projects, events, communications, and external funding activities in support of the Balranald Shire's strategic objectives.

Tourist Information Centre Officer

Tourist Information Centre Officers are responsible for providing high-quality visitor information, customer service, and frontline tourism support at the Balranald Discovery Centre.

Project Officer

The purpose of the Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC) Project Officer is to undertake work to progress the Vision of SCAIWAC. The vision of SCAIWAC is a reflection of local and regional level data combined with local knowledge which indicates higher than State rates of mental health concerns, multiple chronic health issues, family and community level violence, and poorer socioeconomic, education and service provision outcomes.

Accountabilities

SBPO	Accountability
B	Coordinate tourism and economic development initiatives
B	Engages with local businesses and tourism operators
B	Represents Council or management on committees, task groups, and working groups as directed
P	Community Projects and Stakeholder Partnerships
P	Build and maintain collaborative partnerships
P	Strategic Communications and Media
P	Develop and manage Council's external communications
O	Manage media relations, publicity, and advertising
O	Increase Council's electronic & digital marketing capability
O	Events and Activation
O	Coordinate smaller community events
O	Represent Council on event management committees
O	Ensure events are delivered safely, professionally, and within approved budgets
O	Identify external funding opportunities relevant to Council priorities
O	Prepare and coordinate grant applications for Council as directed
O	Corporate Advice, Governance and Reporting
O	Participate in Council planning processes relevant to tourism, economic development, and community projects
O	Prepare, manage, and monitor program budgets as allocated
O	Participate in benchmarking and best-practice initiatives
O	WHS, Risk Management and Professional Conduct

Accountabilities

SBPO	Accountability
O	Provide accurate, current, and professional information to visitors
O	Support the Coordinator's tourism and economic development strategies
O	Customer Service and Community Interface
O	Assist with the daily operation of the Balranald Discovery Centre
O	Support stock control of tourism materials and merchandise
O	Report maintenance, safety, or security issues promptly
O	Maintain accurate visitor statistics, enquiry records, and feedback data
O	Assist with data collection
O	WHS, Risk Management and Professional Conduct
O	Maintain confidentiality and professionalism in all dealings

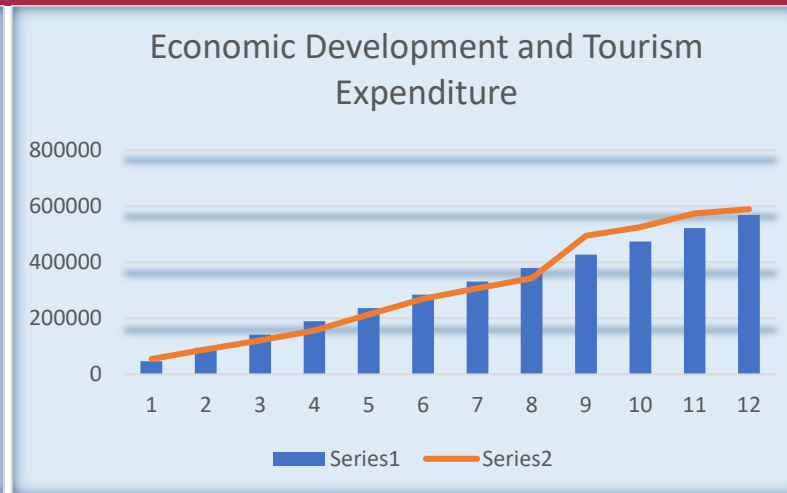
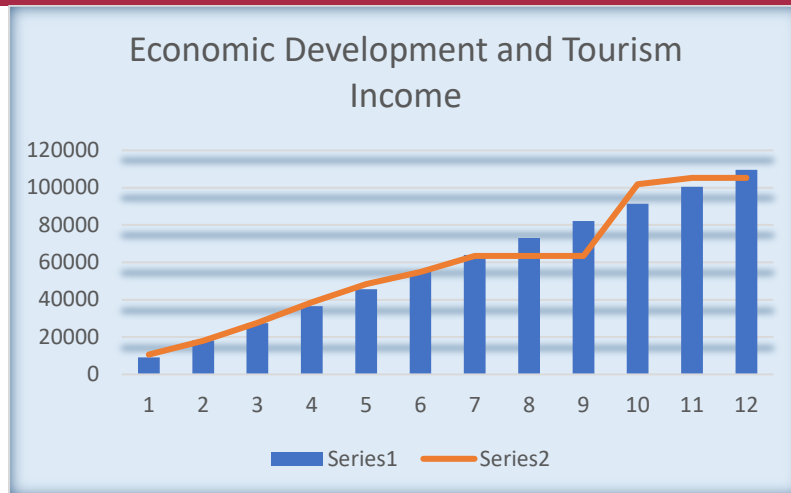
Accountabilities

SBPO	Accountability
P	Services Expo
P	Services Directory
P	Mental Health Training
P	White Ribbon Training & Education
O	Governance support to SCAIWAC



Economic Development/ Tourism & Community

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team.





Economic Development/ Tourism & Community - Business as Usual

Coming next month – Monthly updates for all of Council’s operational teams.

Economic Development/ Tourism & Community – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Governance – Human Resources, Records Management & Information Technology

Human Resources

The Human Resources Officer provides professional, operational human resources support across the Council's workforce lifecycle, including recruitment, employment compliance, workforce performance, training and development, industrial relations, and staff wellbeing.

Operating within Council's governance, legislative, and workforce stewardship frameworks, the role ensures lawful, ethical, consistent, and defensible employment practices, while supporting organisational capability, service continuity, and a positive workplace culture.

Records Management & Information Technology

The Records & IT Officer is responsible for the operational delivery, administration, and integrity of the Council's information technology, business systems, records management, and information governance functions.

Operating within governance frameworks established by the Executive Manager Corporate, Community & Governance, the position ensures Council's digital systems, records, and information assets are secure, compliant, reliable, and fit for purpose to support service delivery, transparency, and statutory obligations.

Accountabilities

SBPO	Accountability	SBPO	Accountability
P	Recruitment and Selection	O	Monitoring & Renewal of Licensing
P	Onboarding and Induction	O	Reward and Recognition
P	Compliance to Employee Conditions	O	Succession Planning
P	Employee Relations	O	Dispute Resolution
P	Succession Planning	O	Staff Professional Registration / Accreditation and Memberships
P	Staff Professional Registration / Accreditation	O	Remuneration Service
P	Staff Health and Wellbeing	O	Talent Management
O	Staff Health & Wellbeing	O	Volunteer Recruitment and Placement Services (non-community services) and ongoing monitoring
O	Onboarding & Induction	O	Volunteer Compliance
O	Traineeships and Cadetships	O	Accountability Framework
O	Recruitment and Selection	O	Integrated Planning and Reporting
O	Employee Relations	O	Workforce Culture
O	Industrial Relations	O	Corporate Change Management Advice and Support

Accountabilities

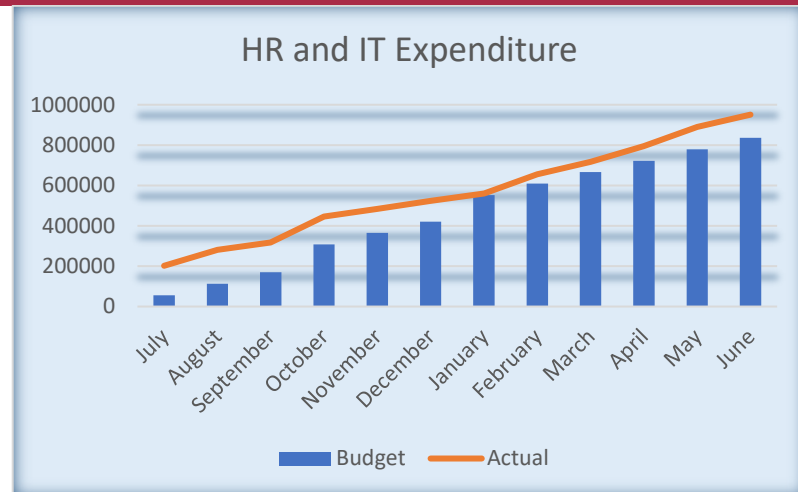
SBPO	Accountability	SBPO	Accountability
P	IT System Administration	O	Portable Assets – IT
P	Portable Assets – IT	O	Community Safety
P	Printing Services	O	Communication Towers & Radio Controls
P	Point of Sale	O	IT Cabling
P	Library Management Systems	O	Document Work Process
P	Internal Phone & Internet	O	Maintain work processes in keeping with changing work practices
P	Community Safety	O	Maintain System Set-Up
P	Public Access Systems	O	Administrate System User Access
P	Communication Towers & Radio Control	O	Provide first level help desk Support
P	IT Networks	O	Liaise with relevant software vendors and Service Providers
P	IT Asset Procurement	O	Support Staff Training Activities
P	Existing network systems and corporate business applications	O	Coordinate Systems Testing
P	IT- Product Development	O	Liaise with relevant software vendors and service providers
P	IT Security Systems	O	Cyber Security
P	Support Systems Implementations	O	Printing Services
P	Support Systems Upgrades	O	IT Asset Disposal
P	Coordinate Systems Testing	O	Library Systems
P	Support Cyber Security Initiatives	O	IT Systems
O	IT System Maintenance	O	IT Infrastructure & Support to MBI
O	IT System – Software & Hardware		





Governance – Human Resources, Records Management & Information Technology

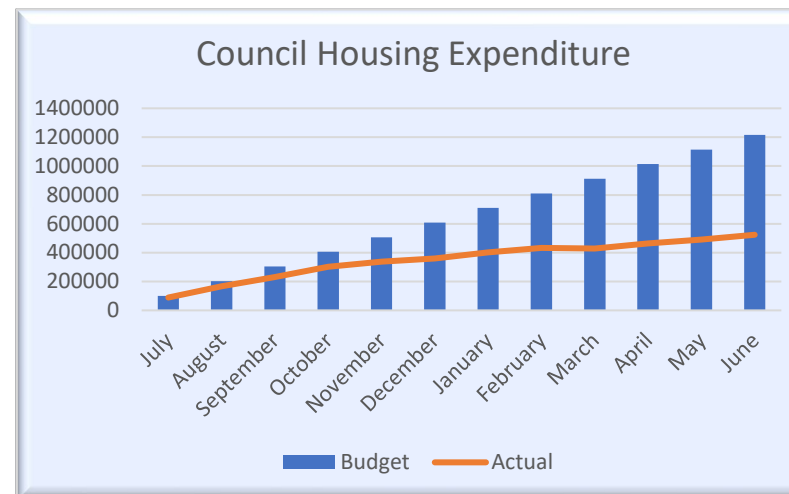
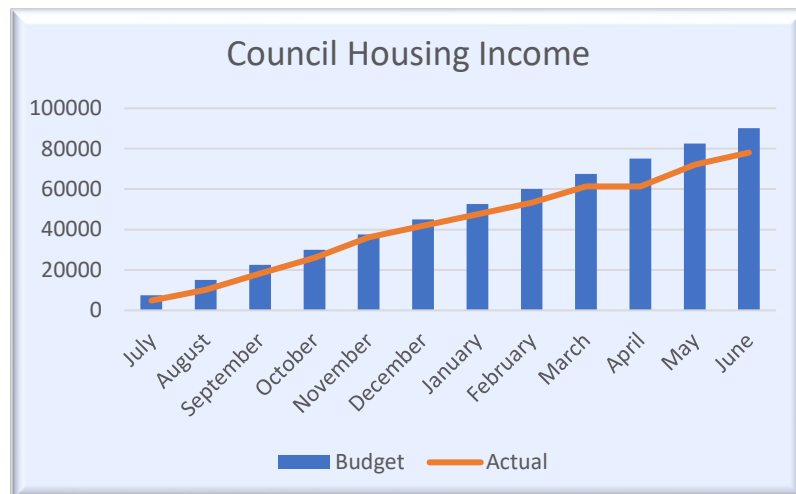
Financial Data _ Human Resources & Information Technology



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team

Financial Data – Council Owned Properties including Council Housing



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team



Governance – Business as Usual

Human Resources

Coming next month – Monthly updates for all of Council’s operational teams.

Records Management & Information Technology

Coming next month – Monthly updates for all of Council’s operational teams.

Governance – Service Metrics

Human Resources

Work in Progress – Watch this space for service metrics in the future.

Records Management & Information Technology

Work in Progress – Watch this space for service metrics in the future.



Library

Position

The Librarian provides professional leadership and operational management of the Balranald Shire Council Library, delivering contemporary, inclusive, and high-quality library services that exceed traditional rural service models.

Operating within Council's governance, community services, and digital enablement frameworks, the Librarian ensures the library functions as a modern knowledge, learning, digital access, and community engagement hub, supporting social inclusion, lifelong learning, digital literacy, and public trust.

The role balances professional autonomy with organisational accountability, contributing directly to the Council's community outcomes, governance assurance, service improvement agenda, and organisational culture.

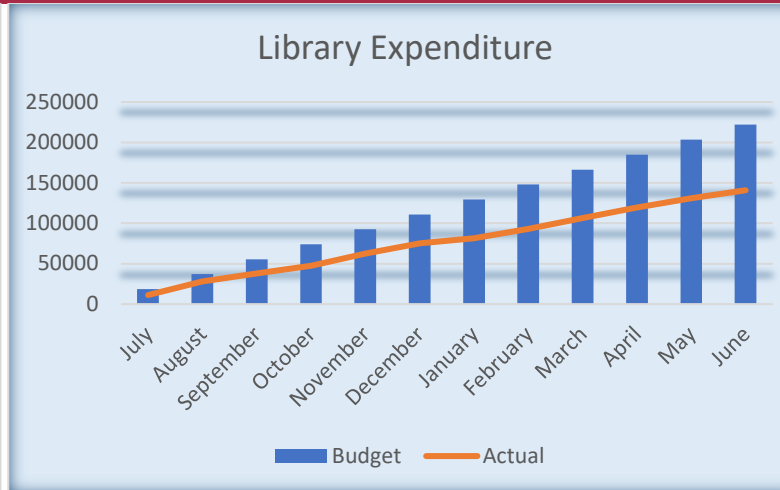
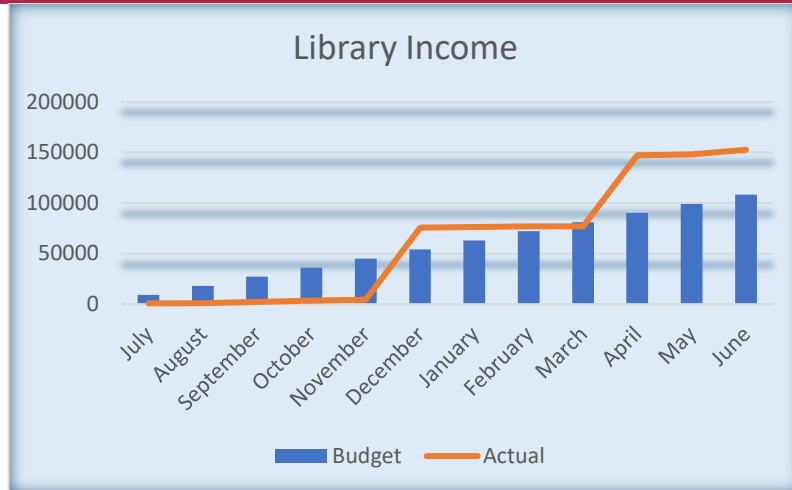
Accountabilities

SBPO	Accountability
B	Operate the Library in compliance with Council policies, statutory requirements, and governance frameworks
B	Provide accurate, reliable advice and information to library users and Council
O	Deliver high-quality, inclusive, and accessible library services to the community
O	Support literacy, lifelong learning, cultural engagement, and digital inclusion
O	Plan and deliver community programs, events, and outreach activities
O	Promote social inclusion and community resilience through library services
O	Contribute to Council's planning and reporting frameworks
O	Participate in the planning, coordination, and delivery of library projects and initiatives
O	Collate and provide performance, usage, and service information to EMCC&G
O	Ensure projects are delivered within agreed scope, timeframes, and resources
O	Identify, manage, and report operational, safety, and service continuity risks
O	Be accountable for working conditions under the control of the position
O	Ensure effective use of the Library Management System and associated digital platforms
O	Support digital literacy initiatives and contemporary service delivery models
O	Supervise, mentor, and support the Library Trainee
O	Allocate work, manage priorities, and support skill development
O	Ensure WHS requirements are met, and safe work practices are followed



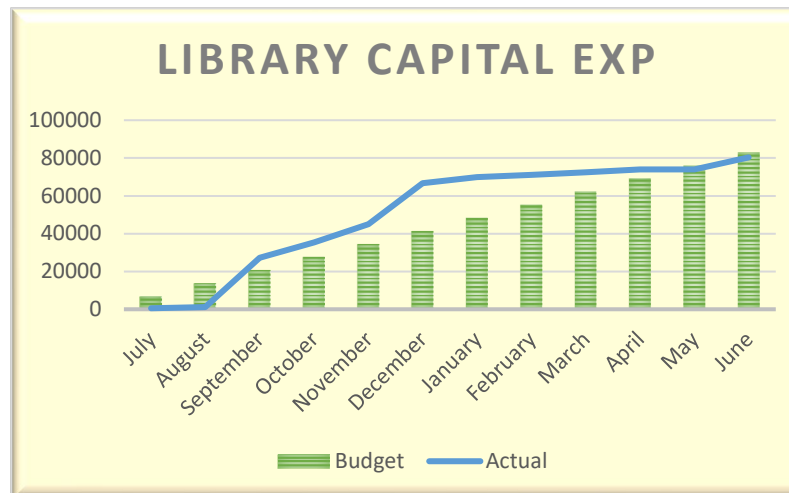
Library

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team





Library - Business as Usual

Coming next month – Monthly updates for all of Council's operational teams.

Library – Service Metrics

Work in Progress – Watch this space for service metrics in the future.

PART D: Executive Summary

(Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Work in Progress – Watch this space to record future achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends and significant highlights each month.



PART A: Executive/Management Accountabilities

Chief Finance Officer

Accountabilities

Operate in a financially responsible and sustainable manner (IPR ratios).

Review, revise and maintain Council's Long Term Financial Plan in line with statutory requirements.

Provide financial reports to Management and staff to assist in budget control and decision making.

Ensure adequate and effective internal controls are in place for all financial management.

Maintain a strategic rating structure that is equitable across the region.

Oversee investments in the long-term interest of the community and within regulatory requirements.

Complete annual & quarterly budgeting processes in-line with statutory requirements.

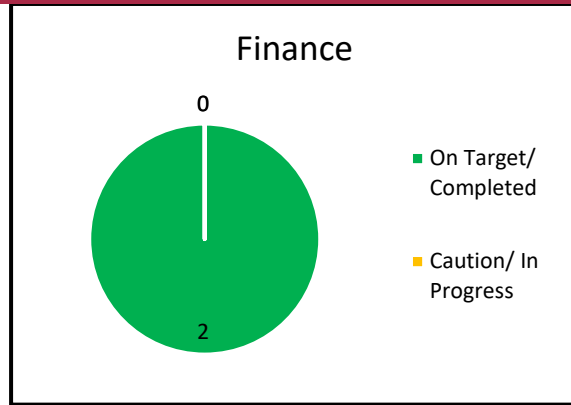
Complete Finance Reporting for the Aged Care Facility.

Process accounts payable in-line with Councils protocols and suppliers' terms of trade.

SBPO	Accountability	SBPO	Accountability
S	Financial Appraisals	B	Accounts Payable
S	Financial Services	B	External Audit
S	Payroll	B	Uniforms
S	Customer Service	B	Venue Hire Management
S	Procurement	P	External Audit
B	Financial Appraisals	P	Finance Systems and Processes
B	Property Management	P	Investment Management
B	Customer Service	P	Management Accounting
B	Internal Finance & Revenue	P	Budget Projects
B	Services NSW	P	Annual Financial Statements
B	Procurement	P	Internal Finance & Revenue
B	Rates & Revenue	O	Corporate Finance Accounting
B	Investments	O	Preparation of Annual Financial Statements
B	Payroll	O	Preparation of Quarterly Budget Review
B	Fees & Charges	O	Maintain LTFFP
B	Financial Projects	O	Preparation of Annual Budget, Revenue Policy & Operational Plan
B	Management Accounting & Reporting/Monthly	O	Develop Financial Reports for Managers
B	Corporate Financial Planning	O	Prepare Aged Care Financials
B	Sundry Debtors	O	Internal Finance & Revenue



PART B: 4 Year Delivery Program and 1 Year Operational Plan



Under the 4-year Delivery Plan, Finance is responsible for some activities in Pillar 6 – Our Council.

The Finance Directorate directly oversees the delivery of these outcomes.

Legend

Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTSP – Manager Technical Services & Projects; WS – Works Superintendent

Status: 😊 - On Target/Completed 🟡 - Caution/In Progress 😞 - Critical/Intervention Needed

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
6.3.4.1	Council commits to strengthening its financial sustainability through implementation of the Long-Term Financial Plan (LTFP) and its strategies	CFO	X	X	X	X	LTFP was introduced in 2025/2026 and is being further advanced in 2026/27	😊
6.3.4.3	Council proactively pursues revenue opportunities, cost savings and/or efficiencies	CFO	X	X	X	X	- Cost savings and efficiencies are explored and acted upon - Focus for 2026/27 leases, rentals and standpipe improvements	😊



PART C: Team Roles, Accountabilities (Strategic, Business, Projects and Operations) & Monthly Operational Updates

Creditors & Payroll Officer

The Creditors & Payroll Officer is responsible for the accurate, timely, and compliant processing of Council's payroll and accounts payable functions, ensuring employees and suppliers are paid correctly and within statutory and contractual requirements.

Customer Service Officers

The Customer Service Officer provides frontline customer service to the community through the Council's administration office and Service NSW agency operations. The role delivers high-volume, transaction-based services on behalf of the NSW Government and Council, while maintaining accuracy, confidentiality, probity, and professionalism.

Rates & Debtors Officer

The Rates & Debtors Officer is responsible for the accurate administration, billing, recovery, and statutory compliance of Council's rating, water billing, and debtor systems in accordance with the Local Government Act 1993 (NSW), associated regulations, and Council policies.

Accountabilities

SBPO	Accountability
O	Process Fortnightly Payroll
O	Prepare payment summaries for sign off
O	Process Payroll Deductions
O	Audit Reporting & Compliance
O	Monthly Reconciliations from Payroll to General Ledger
O	Prepare Monthly reports for Leave for Managers
O	Process invoices ensuring accurate association with PO's
O	Process at least fortnightly payment runs
O	External Audit Service
O	Maintain Creditors Database

Accountabilities

SBPO	Accountability
O	Service NSW Licensing Services
O	Registration and Vehicle Services
O	Other Government and Regulatory Transactions
O	Council Customer Service and Front Counter Duties
O	Professional Conduct, Confidentiality and Integrity
O	Teamwork, Improvement and Capability
O	Service Request Reporting
O	Cash Handling

Accountabilities

SBPO	Accountability
P	Fees & Chargers
P	Revenue Policy
P	Property Management
O	Monthly Financial Reporting
O	Fees & Charges
O	Revenue Policy
O	Rates and Revenue
O	Rate Enquiry Service
O	Rates/Debtors Debt Recovery
O	Calculate Annual Rates
O	Customer Water Debt Recover
O	Water System Billing Backend
O	Water System Billing and Support
O	Debtor Control – Leases/Invoicing/licences/Hostel rentals
O	Prepare S603 Certificates & Property Transfers
O	Property Management



Balranald Shire Council Monthly Operational Report – June 2026

Finance

Senior Finance Officer

The Senior Finance Officer provides high-quality operational finance and accounting support to the Chief Financial Officer (CFO) and the Council, ensuring the accuracy, integrity, and timeliness of the Council's financial records, reconciliations, statutory returns, and financial reporting inputs.

Stores & Depot Security Officer

The Stores Officer is responsible for the secure, efficient, and well-controlled operation of the Council's stores and depot inventory functions. The role provides a critical internal service to all Council business units by ensuring materials, fuel, tools, and consumables are available, accounted for, and issued in accordance with approved procedures.

Administration Trainee

The Administration Trainee supports the Finance and Customer Service functions of Council while undertaking structured workplace learning and skill development. The role provides practical exposure to local government finance, customer service, records management, and governance processes under close supervision.

Accountabilities

SBPO	Accountability
P	Financial Projects
P	Fees and Charges
O	Investment Management
O	Assist in preparing Budget Resources for Managers
O	Assist in Annual Budget Preparation (10-year plan)
O	Accounting System Maintenance
O	FBT Management
O	External Audit Service
O	Monthly Investment Reporting
O	Monthly Financial Reporting
O	Annual Workcover Estimate and Return
O	Annual Insurance Return
O	Fees & Charges
O	Bank Reconciliation
O	BAS & Fuel Rebate
O	Procurement Management – Contracts & Tenders
O	RFS transactions reconciliation
O	Aged Care Hostel support to CFO as required

Accountabilities

SBPO	Accountability
O	Control Satellite, Tablet & UHF registers
O	Monthly Reconciliation of Fuels & Gas Accounts
O	Uniforms and PPE
O	Order cleaning products for town cleaners
O	Purchase of Stores & Non Stores Materials
O	Purchase Waste Management Bins
O	Fuel and Emoleum Purchase and Reconciliation
O	Perform Bi-Annual Stocktakes
O	Monitor sign in/sign out book for depot whilst on site.

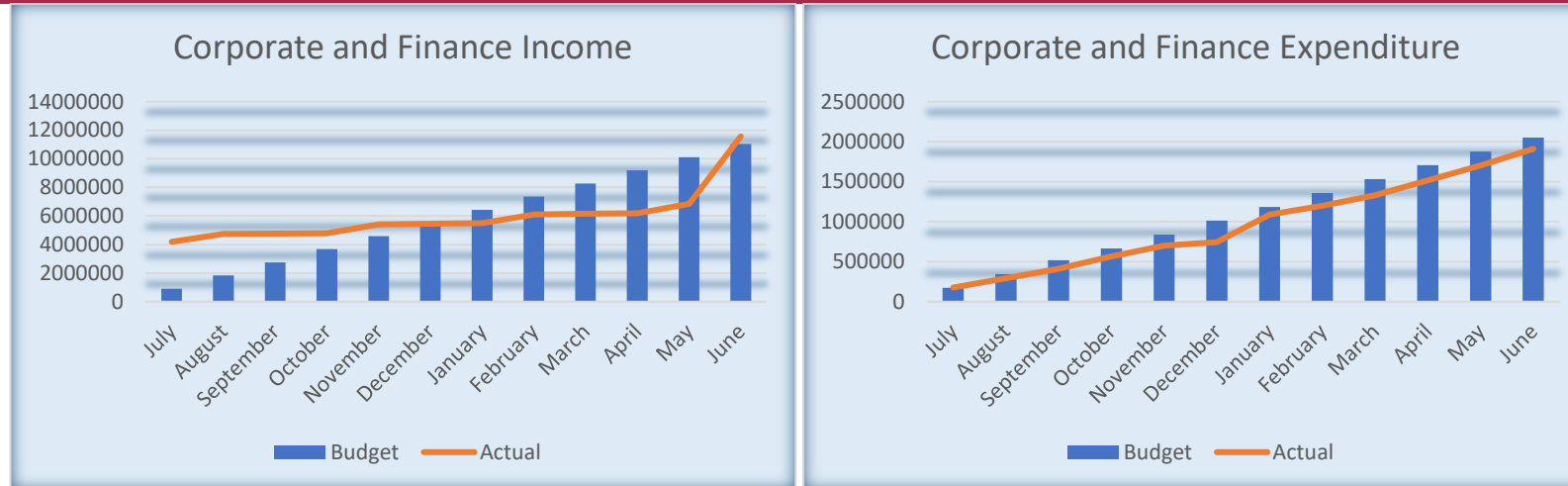
Accountabilities

SBPO	Accountability
O	Support bank reconciliation processes, data entry, and filing
O	Assist with preparation of journals, work papers, and reconciliations as directed
O	Support processing of invoices, receipts, and account queries
O	Learn debt recovery processes and internal control requirements
O	Assist with payroll administration tasks under direction
O	Support maintenance of personnel records and leave data
O	Learn payroll compliance, award interpretation, and confidentiality obligations



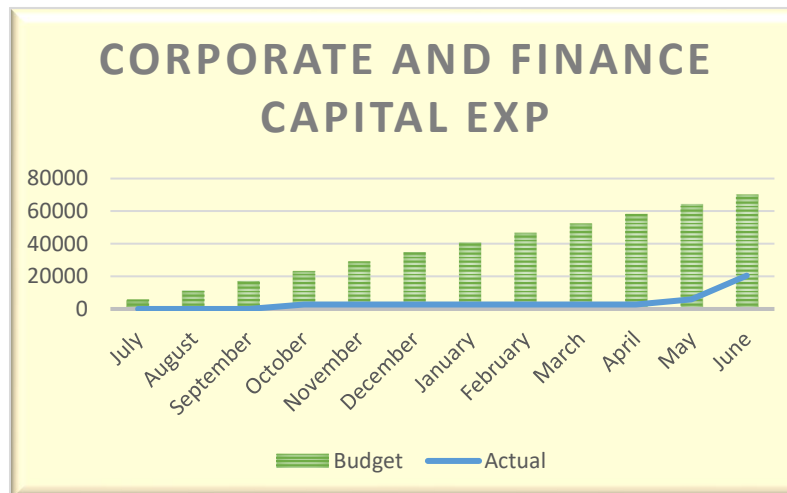
Chief Finance Officer

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team





Finance– Operational Update

Coming next month – Monthly updates for all of Council’s operational teams.

Finance– Service Metrics

Work in Progress – Watch this space for service metrics in the future.

PART D: Executive Summary

(Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Work in Progress – Watch this space to record future achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends and significant highlights each month.



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

PART A: Executive/Management Accountabilities

Manager Planning & Environment Accountabilities

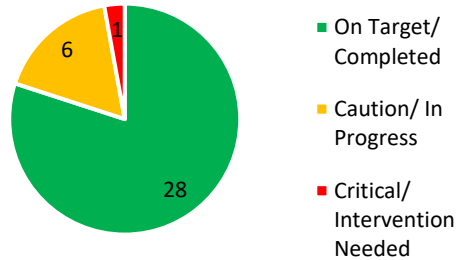
The Manager Planning & Environment provides leadership over the Council's planning, environmental regulation, and public amenity functions. The role ensures statutory compliance, risk management, sustainable development, environmental stewardship, public amenity, and high-quality customer-facing regulatory services are achieved, while supporting the Council's strategic objectives and long-term sustainability.

SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Ensure compliance with all relevant legislation and statutory instruments	S	Line management of the Building Maintenance Officer	B	Monitor portfolio performance; track KPIs and corrective actions
S	Provide advice and coordination support	S	Risk Management, Public Safety, and Governance	B	Lead interagency and stakeholder liaison to enable coordinated outcome
S	Oversee development assessment, determinations, statutory timeframes, and reporting	S	Oversee compliance auditing, improvement actions, and regulator engagement	P	Promote ethical conduct, accountability, and service excellence
S	Ensure probity, delegations, and ethical decision-making in regulatory functions	S	Provide clear escalation of emerging risks through management and governance frameworks	P	Lead community engagement and stakeholder relationships
S	Lead strategic planning activities	S	Provide strategic input to capital works planning and prioritisation	P	Provide governance and service oversight of aquatic facilities
S	Ensure planning decisions align with Council's Delivery Program, Operational Plan, and Long-Term Financial Plan	S	Capital Planning and Asset Interface	P	Manage portfolio budgets and grant-funded programs
S	Coordinate intergovernmental planning matters and regional growth initiatives	S	Support infrastructure staging and sequencing	P	Financial and Resource Stewardship
S	Facilitate appropriate development and investment	S	Provide leadership for customer-facing regulatory and planning services	P	Build and sustain professional capability across planning and environmental functions
S	Executive oversight of environmental land management	S	Ensure planning and compliance services are timely, transparent, and consistent	P	Support workforce development, succession planning, and contemporary practice
S	Environmental Management and Public Amenity	B	Prepare reports and provide expert advice to Executive and Council		



PART B: 4 Year Delivery Program and 1 Year Operational Plan

Planning & Environment



Under the 4-year Delivery Plan, Planning and Environment is primarily responsible for Pillar 5 – Our Environment.

The Planning and Environment Directorate directly oversees the delivery of these activities.

Legend

Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTSP – Manager Technical Services & Projects; WS – Works Superintendent

Status: 😊 - On Target/Completed 🟡 - Caution/In Progress 😞 - Critical/Intervention Needed

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
1.1.1.1	Research and develop Streetscape Masterplans for Balranald and Euston (including an Irrigation Strategy)	Manager Planning & Environment (MPE)		X	X	X	- Not due for commencement until 2026/27. - Irrigation Strategy under procurement in 2025/2026	😊
1.1.1.2	Review and implement Council’s Tree Policy (audits and planning)	MPE	X	X			High level strategy commenced, to be completed by end of 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)	MPE	X	X	X	X	- To be incorporated into swimming pool management plan or aquatic study - Anticipated to commence in 2026/27 subject to funding and staging	😊
1.1.3.4	Apply all ability and child friendly / child developmental lens to all municipal	MPE	X	X	X	X	All new infrastructure projects and/or infrastructure upgrade projects must meet “accessibility for all” criteria	😊



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

	playgrounds, consider purpose formed parents' groups to inform decisions						Criteria applied to Balranald Lions Park upgrade project	
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	MPE	X	X	X	X	- Yet to commence, requires Tree Management Plan and Irrigation Strategy to be completed first - High-level scope to be developed in existing streetscape strategy - Funding to be sourced	🟡
1.1.4.6	Ensure all public health and safety standards are being met	MPE	X	X	X	X	Ongoing activity by the planning department	😊
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	MPE	X	X	X	X	Ongoing activity by the planning department	😊
1.4.1.1	All Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the Economic Development Strategy and Community Strategic Plan	MPE	X	X	X	X	- General principle adopted and reviewed as Council Plans are updated - Community aspirations from the EDS and CSP are also supported via the Advisory Committees' Rolling Action Plans	😊
1.4.1.2	Guide sustainable, high quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	MPE	X	X	X	X	General principle regarding advice, assessment policy and improvement	😊



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
2.4.3.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council advocates for the comprehensive mapping of cultural assets across the LGA	MPE			X		• Not due for commencement until 2027/28	
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	MPE				X	• Not due for commencement until 2028/29	
2.4.4.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council works with the LGA's First Nations communities to advocate for their rights in and support to manage sites of cultural significance	MPE			X	X	• Not due for commencement until 2027/28	



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	MPE	X	X	X	X	Cannot progress until Settlement & Housing Strategy finalised in 2026/27	🟡
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	MPE	X	X	X	X	Cannot progress until Settlement & Housing Strategy finalised in 2026/27	🟡
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	MPE		X	X		- Not due for commencement until 2027/28 - Settlement & Housing Strategy to be finalised first, which will inform project pipeline for subsequent planning	😊
3.4.3.4	Provide resources and training (if adequate interest) to encourage local residents to explore house sharing and small homes strategies	MPE		X			Not due for commencement until 2026/27 and is contingent on the finalisation of the Settlement and Housing Strategy	😊
3.4.3.5	Draw on findings from the Housing Strategy to further explore feasible visitor accommodation options	MPE	X	X			Not due for commencement until 2026/27 and is contingent on the finalisation of the Settlement and Housing Strategy	😊



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

Action Code	Action as an outcome	Responsible Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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.	MPE	X	X	X	X	Not due for commencement until 2026/27 and is contingent on the Settlement and Housing Strategy	

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
4.2.1.1	Research and develop a comprehensive and current shire-wide Housing Strategy and commence implementation	MPE	X	X	X	X	Due for finalisation in 2026/27	
4.2.1.2	Recruit and employ a full time Strategic Planner (Housing and Growth), development planning documentation fully reviewed and updated	MPE	X	X	X	X	- Need to confirm budget allocation for this officer and whether 2026/27 or 2027/28 - Major risk point for MPE program as unlikely until 2027/28 budget cycle or beyond	
4.2.1.3	Through the Housing Strategy update LEP to reflect community expectations gathered from the CSP process	MPE		X			Not due for commencement until 2026/27	
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	MPE		X	X	X	Not due for commencement until 2026/27	
4.2.2.2	Planning information resources and sessions are developed and delivered across the LGA	MPE		X	X	X	- Not due for commencement until 2026/27 - Subject to resourcing	



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

	increasing understanding of the planning and development application process							
4.2.2.3	Create a Housing Application 'buddy' within Council to support residents seeking to undertake this process	MPE				X	Not due for commencement until 2028/29	😊
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)	MPE	X				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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	MPE	X	X	X	X	LEP to be exhibited and subject to public consultation	😊
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	MPE	X	X	X	X	Subject to updated Asset Management Plan	😊
5.1.1.3	Pursue funding opportunities targeted to the restoration of degraded or at-risk landscapes, waterways, flora and fauna	MPE			X	X	- Requires high-level scope of landscape condition - Not due for commencement until 2027/28	😊



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

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	MPE		X	X	X	Works commenced but not due for commencement until 2026/27	😊
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	MPE	X	X	X	X	Scope and schedule for this work to be confirmed (TBC)	😐
5.2.1.1	Ensure Council's Local Environmental Plan (LEP) continues to protect the unique environmental attributes of our LGA	MPE	X	X	X	X	LEP to be reviewed, subject to funding, but unlikely to be before late 2026/27 or 2027/28	😐
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)	MPE	X	X	X	X	- Principle and work required to determine lead strategy for this action - Unlikely before 2027/28	😊
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	MPE		X	X	X	Not due for commencement until 2026/27	😊
5.2.2.6	Council seeks annual funding for a key environmental awareness campaign / event. For example a plant a tree campaign with 1 free tree per resident available for collection from Council to be planted, National Lights Out / Earth Hour	MPE			X	X	Not due for commencement until 2026/27 and subject to resourcing and priorities	😊
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 (eg donating outdated computers to volunteer groups)	MPE	X	X	X	X	Subject to resourcing (environment or strategic planner) and project pipeline/priorities	😊



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

PART C: Team Roles, Accountabilities (Strategic, Business, Projects and Operations) & Monthly Operational Updates

Health, Building & Town Planning

Health, Environment & Development Coordinator

The Health, Environment & Development Coordinator provides specialist regulatory, environmental health, and development support services to Council, ensuring statutory compliance, protection of public health, environmental stewardship, and defensible regulatory decision-making.

Building Maintenance Officer

The Building Maintenance Officer is responsible for the coordination, maintenance, and operational oversight of Council-owned buildings, facilities, and public amenities to ensure they are safe, functional, compliant, and fit for purpose.

Accountabilities

SBPO	Accountability
O	Deliver statutory health and building regulatory functions
O	Undertake inspections, audits, investigations, and compliance actions
O	Provide specialist health and building input to development applications
O	Assess proposals for compliance
O	Undertake building inspections and certification
O	Provide clear technical advice to the Manager Planning
O	Public Health, Building Safety & Amenity Functions
O	Support community wellbeing
O	Risk Management, Public Safety & Governance Support
O	Identify, assess, and manage public health and building safety risks
O	Support audit readiness, compliance reporting, and legal defensibility
O	Provide professional, timely, and respectful responses to enquiries and complaints
O	Clearly explain regulatory requirements and decisions
O	Apply enforcement proportionately, reducing unnecessary escalation
O	Data, Reporting & Continuous Improvement

Accountabilities

SBPO	Accountability
O	Coordinate routine and reactive maintenance of Council buildings
O	Undertake minor maintenance and repair works where appropriate
O	Ensure Council buildings are maintained
O	Organise, engage, and supervise external contractors and tradespeople
O	Coordinate access, scopes of work, safety requirements, and completion inspections
O	Monitor contractor performance
O	Escalate poor performance, defects, or risks to the Manager
O	Support compliance with relevant legislation, standards, and codes, including building safety, fire safety, accessibility, and WHS requirements
O	Identify and report building-related hazards, defects, and safety risks
O	Ensure contractors comply with WHS requirements, SWMS, inductions, and site safety protocols
O	Support inspections, audits, and compliance reporting as required
O	Identify and document building condition issues, defects, and emerging risks
O	Maintain maintenance records, defect logs, and contractor documentation
O	Escalate material defects or asset risks through appropriate reporting channels
O	Act as the primary point of contact regarding building maintenance issues
O	Manage allocated maintenance budgets and purchase orders
O	Assist with tracking expenditure
O	Support grant-funded or insurance-related building works as required



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

Planning Officer

The Planning Officer is responsible for delivering statutory and strategic planning services in accordance with NSW planning legislation, Council policies, and adopted strategic frameworks.

Planning Trainee

The Planning Trainee supports the delivery of statutory and strategic planning services under the supervision of the Planning Officer, while undertaking structured training and skill development aligned with local government planning practice.

Accountabilities

SBPO	Accountability
☐	Statutory Planning and Development Assessment
☐	Prepare clear, accurate assessment reports and recommendations within statutory timeframes
☐	Support defensible, ethical, and transparent decision-making
☐	Contribute to strategic planning projects, reviews, and policy development
☐	Support settlement, housing, and growth planning initiatives as required
☐	Identify and manage planning-related risks
☐	Customer Service and Stakeholder Engagement
☐	Provide professional, timely, and respectful advice
☐	Provide day-to-day guidance and mentoring to the Planning Trainee
☐	Maintain accurate planning records and systems
☐	Assessment reports and consent conditions
☐	s10.7 (2) and (5) planning certificates
☐	Pre-lodgement and statutory planning advice
☐	Statutory referrals and agency coordination
☐	Environmental impact documentation and publication (as required)
☐	LEP, DCP and LSPS preparation and review
☐	Planning proposals and gateway processes
☐	Heritage and Aboriginal cultural heritage advice
☐	Cemetery planning and governance inputs
☐	Planning reports to management and council
☐	Planning Portal lodgement and records management
☐	Statutory performance monitoring and reporting
☐	Community and applicant liaison on notifications and submissions
☐	Scope, procure and oversee technical studies, reports, strategies and plans

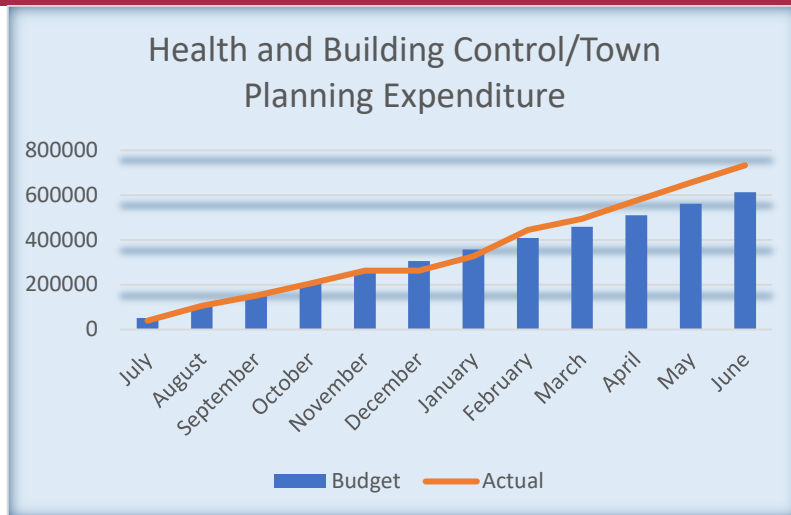
Accountabilities

SBPO	Accountability
☐	Assist with processing development applications and related planning matters
☐	Undertake preliminary checks, file management, and data entry
☐	Support the preparation of assessment documentation under supervision
☐	Learn and apply statutory requirements under guidance
☐	Maintain accurate planning records, registers, and electronic files
☐	Assist with mapping, document control, and planning system updates
☐	Ensure information is recorded in accordance with Council procedures
☐	Provide courteous, professional first-point-of-contact support
☐	Respond to routine enquiries under supervision
☐	Risk, Governance and Procedural Compliance
☐	Participate in formal training, mentoring, and on-the-job learning
☐	Learning, Development and Capability Building
☐	Teamwork and Organisational Contribution
☐	Support broader team objectives and workloads as directed



Health, Building & Town Planning

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team

Health, Building & Town Planning – Operational Update

Coming next month – Monthly updates for all of Council's operational teams.

Health, Building & Town Planning – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

Public Order & Safety

Bio-Security Officer

The Biosecurity Officer is responsible for delivering the Council's biosecurity, invasive species, and environmental protection obligations in accordance with legislative requirements and Council policy.

Ranger

The Ranger is responsible for delivering frontline regulatory, compliance, and public safety services on behalf of the Council. The role ensures the consistent, fair, and lawful application of Council's regulatory responsibilities, contributing to community safety, environmental protection, public amenity, and confidence in Council's governance.

Accountabilities

SBPO	Accountability
P	Run risk-based weed inspections and surveillance
P	Map and report priority weeds in BIS Weeds and council systems
P	Detect respond and contain new incursions
O	Statutory Biosecurity and Regulatory Compliance
O	Invasive Species, Pest and Weed Management
O	Environmental Risk Management and Public Safety
O	Customer Service, Education and Stakeholder Engagement
O	Governance, Records and Reporting
O	Operational Discipline and Continuous Improvement
O	Provide technical advice on biodiversity and weeds
O	Coordinate contractors and on ground control programs
O	Educate and engage landholders on biosecurity duty
O	Enforce Biosecurity Act obligations and issue directions
O	Monitors evaluate and report program performance

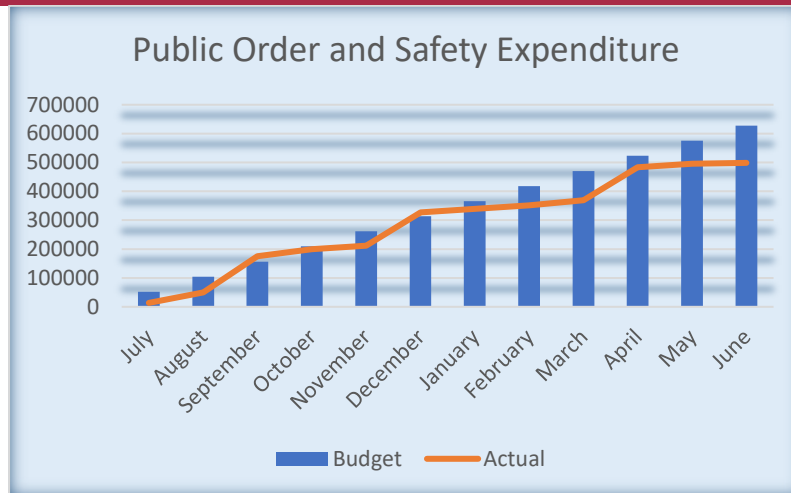
Accountabilities

SBPO	Accountability
P	Conduct patrols and compliance activities
P	Respond to animal incidents and complaints
P	Investigate alleged regulatory breaches
O	Statutory Compliance and Regulatory Enforcement
O	Public Safety, Amenity and Environmental Protection
O	Customer Service and Community Education
O	Risk Management, Governance and Reporting
O	Operational Discipline and Collaboration
O	Issue directions, notices and orders
O	Manage impounding and holding facilities
O	Liaise with police agencies and stakeholders
O	Prepare evidence records and reports
O	Educate community on regulatory requirements



Public Order & Safety

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team

Public Order & Safety – Operational Update

Coming next month – Monthly updates for all of Council's operational teams.

Public Order & Safety – Service Metrics

Work in Progress – Watch this space for service metrics in the future.



Balranald Shire Council Monthly Operational Report – June 2026 Planning & Environment

Swimming Pool

Swimming Pool Supervisor

The Swimming Pool Supervisor is responsible for the safe, compliant, and effective operation of Council's public swimming pool facility. The role ensures legislative compliance, public safety, water quality, and positive customer experience while supervising and supporting a team of casual lifeguards.

Swimming Pool Attendants (Seasonal)

The Casual Lifeguard is responsible for the direct supervision of swimmers and patrons to ensure a safe, compliant, and enjoyable environment at Council's public swimming pool.

Accountabilities

SBPO	Accountability
O	Statutory Compliance and Pool Operations
O	Public Safety, WHS and Risk Management
O	Supervision of Lifeguards and Staffing
O	Customer Service and Community Use
O	Asset Care and Facility Presentation
O	Financial and Administrative Support
O	Manage seasonal staff, rosters, timesheets and performance
O	Manage bookings, programs, classes and lane allocations
O	Liaise with schools, clubs and user group
O	Ensure safe operations, supervision and incident response
O	Monitor water quality, plant operations and chemical supply
O	Identify repairs and manage pre-season setup and post-season close-down

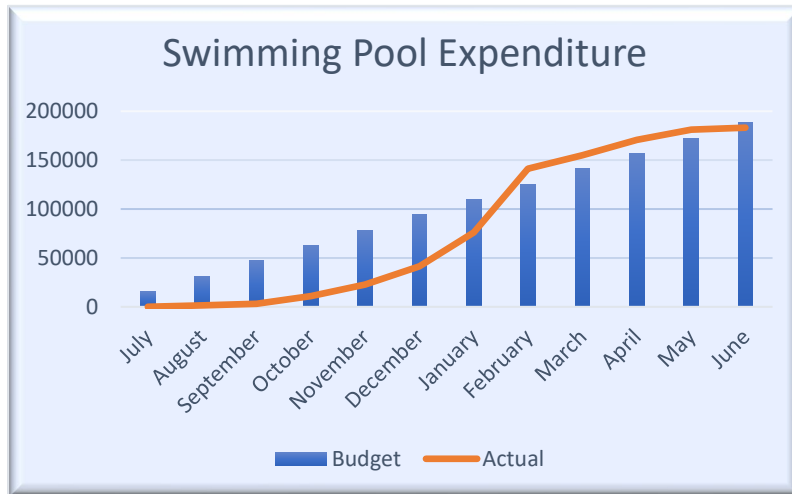
Accountabilities

SBPO	Accountability
O	Public Safety and Lifeguard Surveillance
O	Statutory Compliance and Operational Standards
O	Incident Response and Emergency Management
O	Customer Service and Community Interaction
O	Facility Care, Hygiene and Presentation



Swimming Pool

Financial Data



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team

Swimming Pool - Business as Usual

Coming next month – Monthly updates for all of Council’s operational teams.

Swimming Pool – Service Metrics

Work in Progress – Watch this space for service metrics in the future.

PART D: Executive Summary

(Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Work in Progress – Watch this space to record future achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends and significant highlights each month.



PART A: Executive/Management Accountabilities

Manager Technical & Project Services

Accountabilities

Manager Technical & Project Services provides leadership over the Council's engineering technical functions: asset stewardship, works scheduling, and capital program delivery.

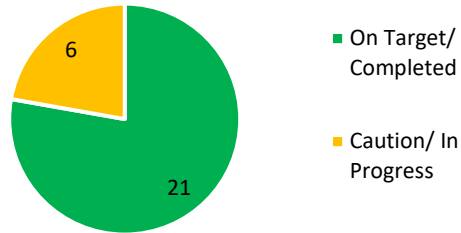
The role ensures infrastructure assets are planned, delivered, and managed in a safe, compliant, financially sustainable, and risk-informed manner, aligned with Council's strategic objectives and service obligations.

SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Infrastructure Stewardship and Statutory Compliance	P	Water Quality & Reuse	P	Levee Banks
S	Asset Management and Lifecycle Stewardship	P	Retaining Walls	P	Stormwater Infrastructure
S	Capital and Operational Program Governance and Delivery	P	Project Office Delivery	P	Potable Water Infrastructure
S	Technical Networks and Infrastructure Systems	P	Infrastructure Projects Stakeholder Engagement	P	Survey, Investigation & Design projects that are unique
B	Contract, Procurement and Supplier Governance	P	Boat Ramps	P	Flood Studies Projects
B	Traffic, Road Safety and Interagency Coordination	P	Design & Infrastructure Pipe Culverts and Storm Water	P	Bridge Maintenance
B	Project Office Development and Management	P	Survey, Investigation & Design of Works	P	Building Capital Works
B	Flood Studies Management	P	Stormwater & Sewerage Reuse	P	Stormwater Pipe and Pump Network
B	Major Project Framework	P	Riverside infrastructure	O	Infrastructure Grant Acquisitions
B	Infrastructure Project Stakeholder Engagement	P	Sewer System	O	Liaise with Utility Providers prior to Construction
B	Internal Approvals Part 5	P	Bridge Collapse Planning	O	Project Office Team Delivery
P	Data, GIS and Decision Support	P	Flood Preparation and Planning	O	Inspection of Levee Banks
P	Disaster Response, Recovery and Resilience	P	Internal Approvals Part 5	O	Infrastructure Projects Stakeholder Engagement
P	Financial and Resource Stewardship	P	Raw Water Infrastructure		
P	Leadership, Capability and Multidisciplinary Integration	P	Bridge Capital Works		



PART B: 4 Year Delivery Program and 1 Year Operational Plan

Technical & Projects



Under the 4-year Delivery Plan, Technical Services & Projects are primarily responsible for Pillar 4 – Our Infrastructure. The Technical Services & Projects Directorate directly oversees the delivery of these outcomes.

Legend

Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTSP – Manager Technical Services & Projects; WS – Works Superintendent

Status: 😊 - On Target/Completed 🟡 - Caution/In Progress 😞 - Critical/Intervention Needed

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
1.1.1.3	Median strips Garreffa Parade, Euston to be undertaken in conjunction with the Garreffa Park development	Manager Technical & Project Services (MTSP)	X				- Installed sprinkler system in 2025/26 - Awaiting feedback from community on play equipment	🟡
1.1.1.5	Town beautification and cleanliness continues as a priority of Council reflecting these as highly valued attributes by our communities	MTSP	X	X	X	X	- Tender for sprinkler system for nature strips and medians completed and evaluation is in progress - Green strategy has been developed - Master plan to be developed	🟡
1.1.2.1	Anderson Park, Euston Create a family friendly, accessible space with amenities including shade, seating and toilets	MTSP	X	X			- Contract has been awarded - Works to commence from 20 July 2026	😊



1.1.2.2	Playground Development Garreffa Place/Tayla Court, Euston	MTSP		X	X		Not due for commencement until 2026/27	😊
1.1.2.3	Riverwalk, Balranald extended (through Balranald Caravan Park funding applications, Strategy 3.4.3)	MTSP	X	X			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	MTSP	X	X	X		- Funding secured under AGRN 10134 Floods Grant - Contract has been awarded - Works to commence from 13 July 2026	😊
1.1.2.6	Development of the Euston to Weir Trail	MTSP		X	X	X	Not due for commencement until 2026/27	😊
1.1.3.1	Footpath / lighting Court St ensuring secure pedestrian movement between Mandala Place and Market St, Balranald	MTSP		X	X		Not due for commencement until 2026/27	😊
1.1.3.2	Lighting ensuring secure pedestrian movement between Bidgee Haven and Market St, Balranald	MTSP	X				Completed	😊
1.1.3.3	Upgrade the Disability Parking Bays in Balranald Township (Market and Myall Streets) to meet standards	MTSP	X				Completed in April 2026	😊
1.1.3.6	Upgrade of the NSW side of the Euston to Robinvale walking track	MTSP	X	X			- Received funding under AGRN 1034 Floods Grant - Tender evaluation completed	😊
1.1.3.7	Completion of walking track, Endeavour drive to Market St, Balranald	MTSP	X	X			- Change to scope of works approved by funding body - Design in progress - Due for completion by 31 January 2027	😊
1.1.4.8	Continue to support emergency services and first responders	DTPS	X	X	X	X	Ongoing activity via the Local Emergency Management Committee	😊



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
3.4.3.3	Upgrades to the Public Camping Ground at Lake Benanee (3 stage proposal)	MTSP		X	X		Not due for commencement until 2026/27	😊
3.4.4.4	Improved River Access through the installation of pontoons/wharf in Balranald (caravan park) Euston & Kyalite	MTSP		X	X	X	Not due for commencement until 2026/27	😊

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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
4.1.1.1	Develop a comprehensive Asset Management Plan which clearly states all expected services levels (including subplans in Flood, Footpaths, Waste, Roads, Buildings and Recreational spaces etc) which	MTSP	X	X	X	X	- Draft Asset Management Plan (AMP) for roads completed - Physical inspection for footpath and kerbing in progress	😬
4.1.2.1	Develop Footpaths Strategy within the Asset Management Plan	MTSP		X	X	X	Not due for commencement until 2026/27	😊



4.1.3.1	Develop Integrated Water Cycle Management Strategy (IWCMS) for Balranald and Euston	MTSP	X	X	X	X	IWCMS completed	
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	MTSP		X	X	X	Not due for commencement until 2026/27	
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)	MTSP	X	X			To be investigated	
4.1.4.1	Continue to support a rural addressing model that meets the needs of our communities	MTSP	X	X			Layer has been added into Council's mapping system, Pozi	
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)	MTSP		X	X		Not due for commencement until 2026/27	
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)	MTSP		X	X	X	Not due for commencement until 2026/27	



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 Position	25/26	26/27	27/28	28/29	Current Efforts (expenditure/projects)	Status
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	MTSP	X	X	X	X	- Flood study for Balranald and Euston in progress - Community consultation in Euston completed - Community consultation in Balranald in progress	😊
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)	MTSP	X	X	X	X	Submitted to NSW Active Transport for funding to develop footpath plan	😐
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	MTSP		X	X	X	Not due for commencement until 2026/27	😊
5.2.4.2	A recycling / repurposing model is implemented at the Euston and Balranald Landfills through a local tendering process	MTSP		X	X	X	Not due for commencement until 2026/27	😊



PART C: Team Roles & Accountabilities (Strategic, Business, Projects and Operations) & Monthly Operational Updates

Technical & Project Services

Infrastructure Coordinator

The Infrastructure Coordinator provides specialist technical coordination and operational support to the Manager of Engineering Services, enabling effective asset stewardship, capital governance, and infrastructure risk management across the Council's engineering portfolio.

Assets Officer

The Assets Officer is responsible for the operation, integrity, and continuous improvement of the Council's Asset Management System, ensuring accurate, reliable, and decision-ready asset data to support infrastructure planning, service delivery, and long-term financial sustainability.

Accountabilities

SBPO	Accountability
B	Technical Advisory and Engineering Support
P	Traffic Committee and Road Safety Governance
P	Plant, Fleet and Engineering Asset Coordination
P	Project Office Delivery
P	Boat Ramps
P	Bridge Capital Works
P	Levee Banks
P	Stormwater Infrastructure
P	Potable Water Infrastructure
P	Stormwater Pipe and Pump Network
O	Infrastructure Grant and Acquittals
O	Road to Recovery Program
O	Aerodrome
O	Engineering Trainees and Capability Development
O	Provide technical supervision and mentoring
O	Technical Investigations and Risk Support
O	Assist in root-cause analysis and development of corrective actions
O	Ensure technical risks are documented and escalated through appropriate governance frameworks
O	Data, Systems and Documentation
O	Contribute to GIS, asset systems, and engineering documentation standards
O	Reporting and Governance Support
O	Support ARIC and audit processes

Accountabilities

SBPO	Accountability	SBPO	Accountability
P	Strategic Assets Projects	O	GIS mapping
P	Asset Plan Monitoring and Updating	O	Asset Expenditure Forecasting
P	Local Environmental Plan Mapping	O	Maintain ASCON Plans
P	Infrastructure Forward works	O	Gifted Assets
P	Rural Addressing	O	Rural Addressing
P	Plant, Fleet & Equipment Asset Plans	O	Road Closures
P	Asset Expenditure forecasting	O	Maintain Library of Technical Works
P	Asset Creation and Disposal	O	Asset Plan Monitoring & Updating
P	Corporate Asset Advisory & Info role to managers	O	Infrastructure Forward works
P	Asset & Finance Alignment	O	Asset Creation & Disposal
P	Council Asset management Plans	O	Corporate Asset Advisory & Info Role for managers
P	Corporate Asset Systems	O	Asset and Finance Alignment
P	GIS Mapping Systems	O	Council Asset Management Plan
O	Land information & mapping	O	Corporate Asset Systems
O	LEP mapping	O	Road Naming & Gazettal
O	Strategic Assets		





Technical & Project Services (cont.)

Design Engineer

The Design Engineer provides professional engineering design and technical support to the Manager of Engineering Services, enabling the effective planning, delivery, and governance of Council's civil, water, sewer, and related infrastructure.

Engineering Trainee

The Engineering Trainee supports the Infrastructure Coordinator and the Engineering Services team by assisting with day-to-day technical, administrative, and field-based engineering activities while undertaking structured learning and professional development.

Accountabilities

SBPO	Accountability
O	Prepare professional engineering designs
O	Produce drawings, specifications, schedules, and cost estimates to an appropriate standard
O	Statutory and Technical Compliance
O	Support environmental, safety, and constructability considerations within designs
O	Capital Works and Asset Interface
O	Align design outputs with Asset Management Plans and service levels
O	Design & Infrastructure Pipe Culverts and Storm Water
O	Survey, Investigation & Design of Works
O	Survey, Investigation & Design projects that are unique
O	Liaise with Utility Providers prior to Construction
O	Project Office Team Delivery
O	Inspection of Levee Banks
O	Water and Sewer Technical Support
O	Provide professional engineering support for water and sewer infrastructure
O	Technical Investigations and Problem Solving
O	Support root-cause analysis and development of corrective design solutions
O	Review and assess external consultant designs where engaged
O	Provide technical input during procurement, tender assessment, and construction phases
O	Respond to technical queries during delivery and resolve design-related issues
O	Consultant and Contractor Interface
O	Systems, Documentation and Continuous Improvement
O	Reporting and Governance Support

Accountabilities

SBPO	Accountability
O	Technical Support (Supervised)
O	Traffic Committee and Regulatory Support
O	Plant, Fleet and Asset Data Support
O	Learning, Training and Professional Development
O	Workplace Safety and Conduct
O	Reporting, Documentation and Systems



Technical & Project Services (cont.)

Mechanic

The Mechanic provides specialist mechanical services to support the safe, reliable, and cost-effective operation of the Council's fleet, plant, and mechanical assets.

Apprentice Mechanic

The Apprentice Mechanic supports the maintenance and repair of the Council's fleet and plant while undertaking structured on-the-job training and formal trade education.

Accountabilities

SBPO	Accountability
O	Plant, Fleet and Mechanical Service Delivery
O	Preventative Maintenance and Asset Stewardship
O	Safety, Compliance and Risk Support
O	Apprentice Supervision and Capability Development
O	Technical Diagnostics and Investigations
O	Data, Systems and Documentation
O	Reporting and Operational Governance Support

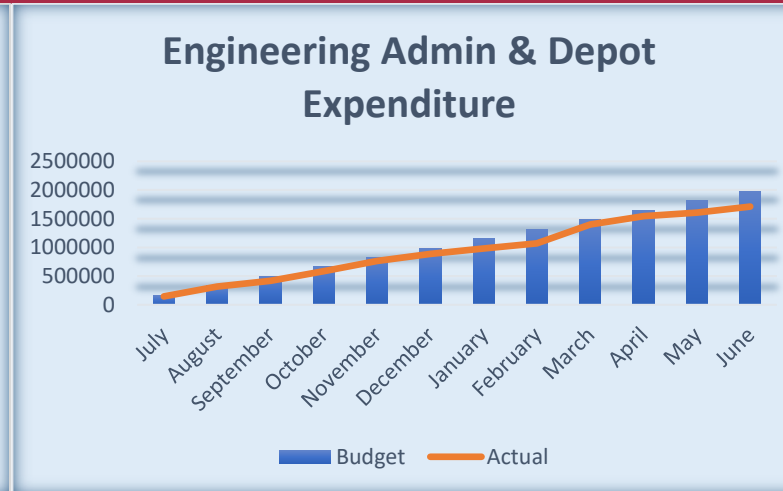
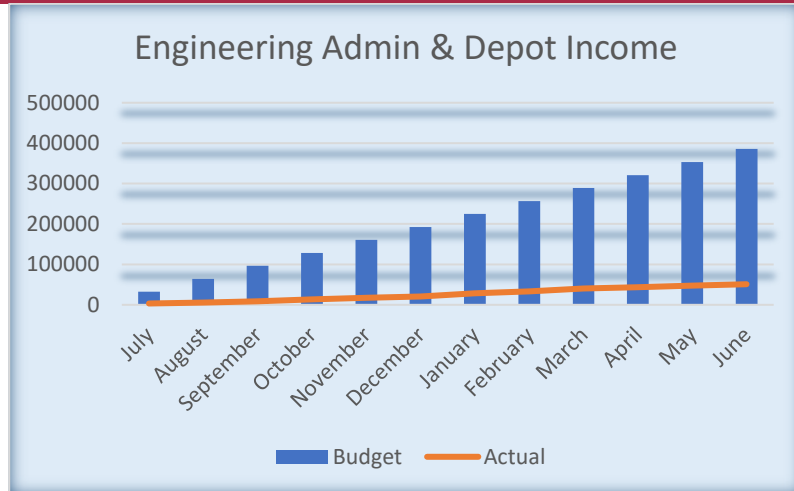
Accountabilities

SBPO	Accountability
O	Mechanical Support and Service Delivery
O	Learning, Training and Skill Development
O	Safety, Compliance and Risk Awareness
O	Teamwork and Professional Conduct
O	Records, Systems and Housekeeping



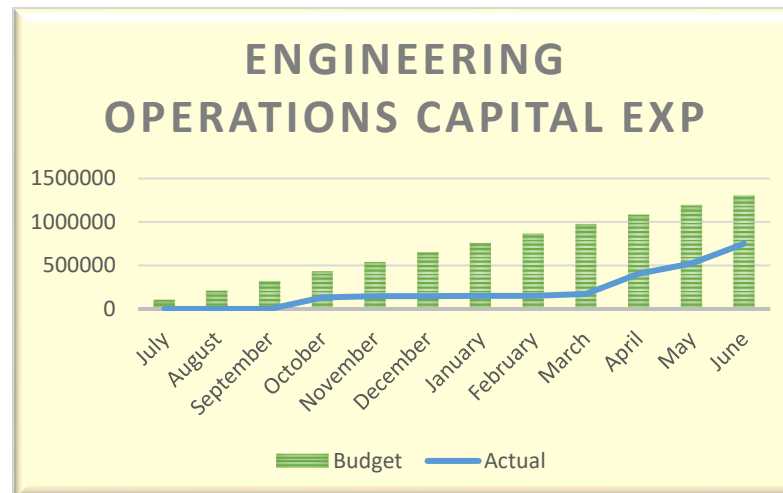
Technical & Project Services

Financial Data – Engineering Administration & Depot



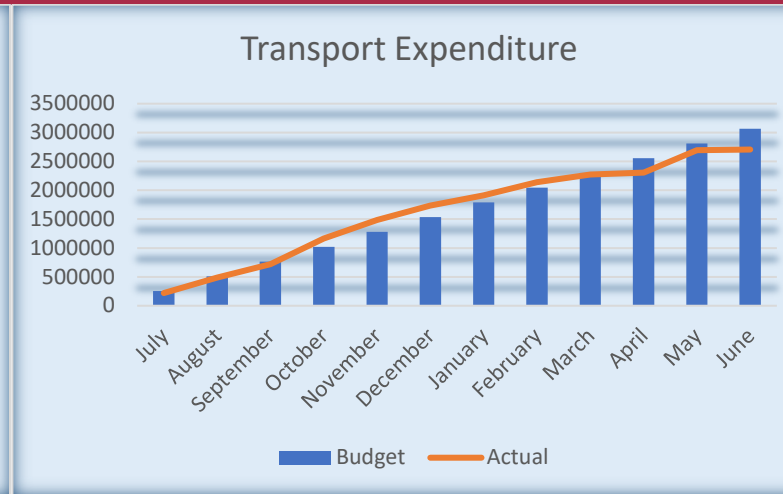
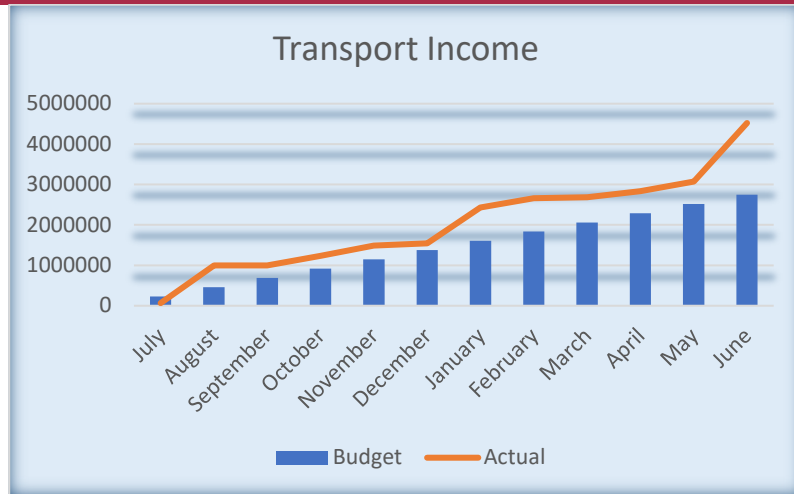
Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team



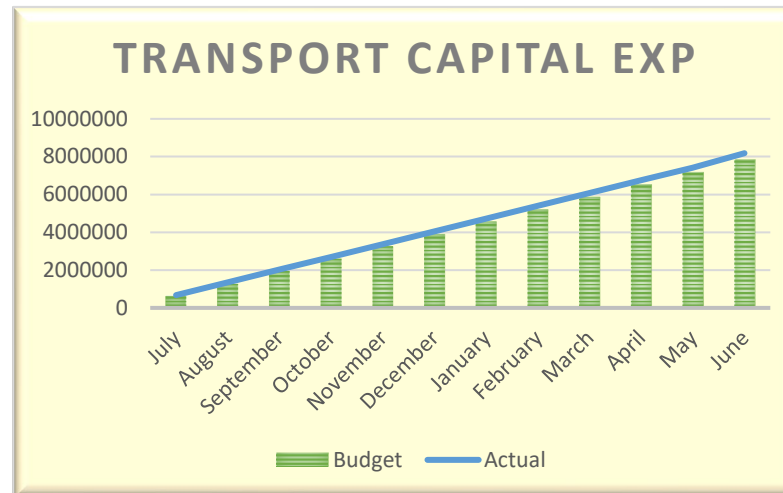


Financial Data – Transport, Roads & Urban Drainage



Financial Summary

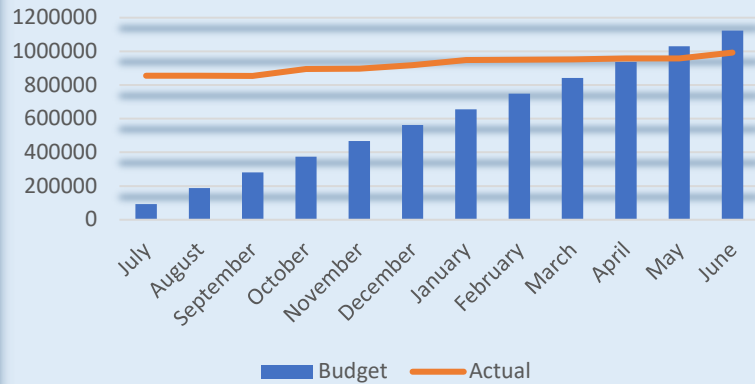
Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team



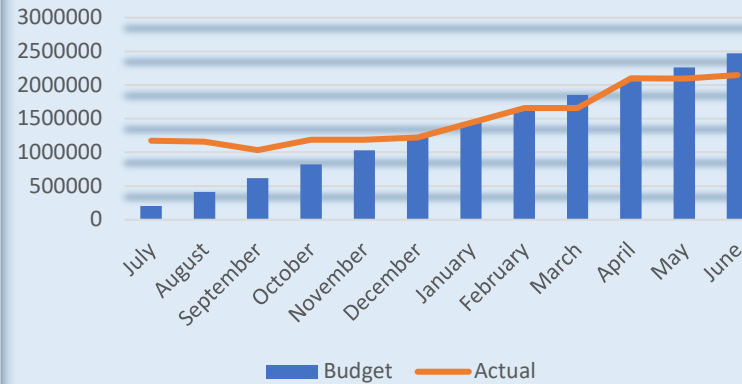


Financial Data – Water & Sewer

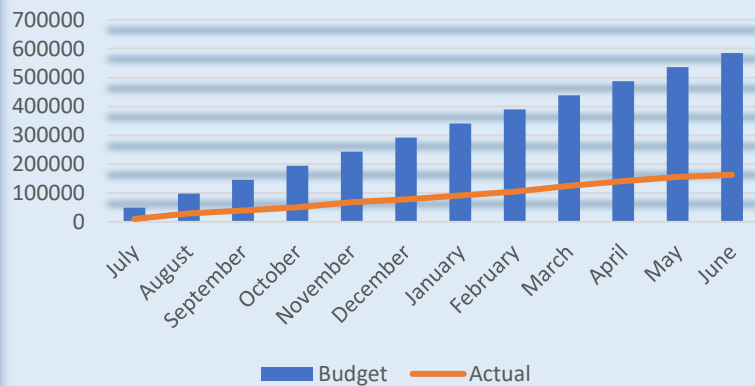
Sewer Income



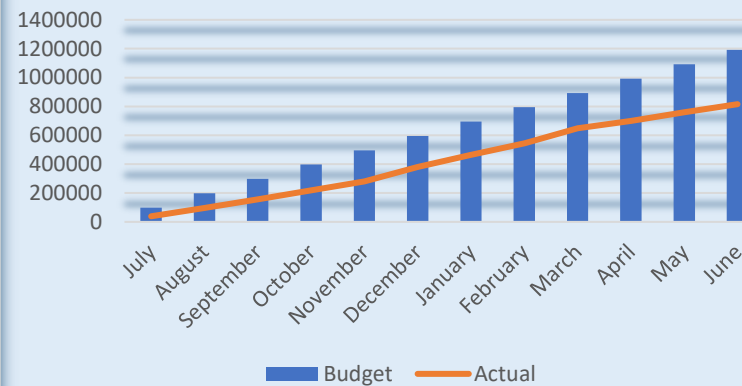
Water Income



Sewer Expenditure

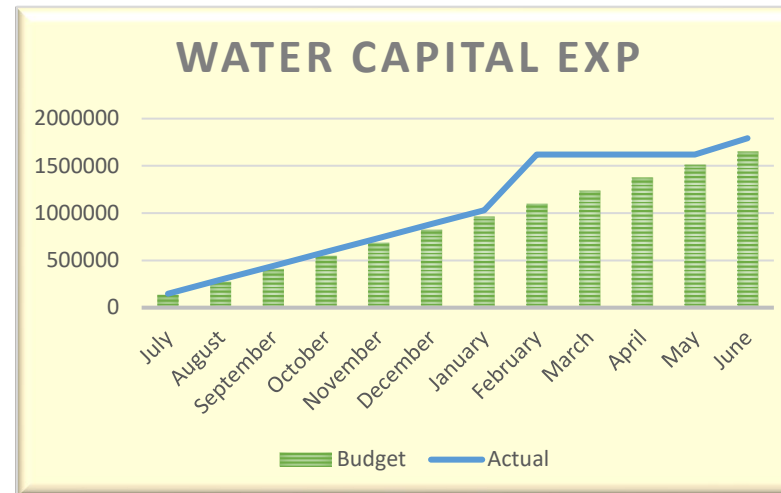
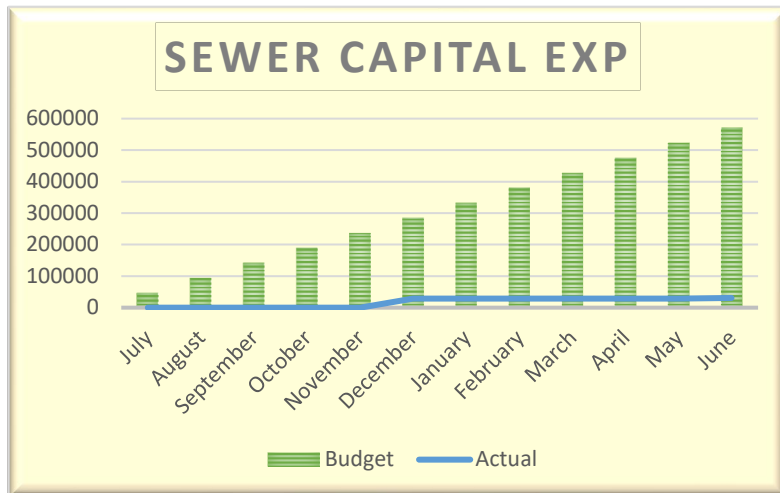


Water Expenditure

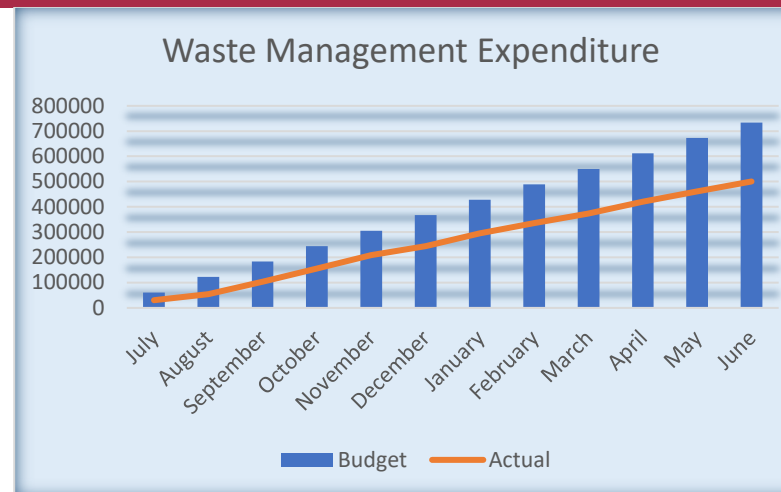


Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team



Financial Data – Waste Management



Financial Summary

Work in Progress: Coming next month a financial summary month by month on Income and Operational and Capital Expenditure by Team



Technical & Project Services – Operational Update

Coming next month – Monthly updates for all of Council's operational teams.

Technical & Project Services – Service Metrics

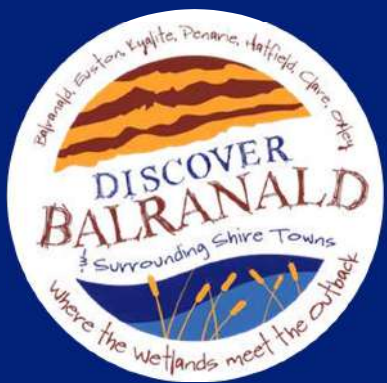
Work in Progress – Watch this space for service metrics in the future.

PART D: Executive Summary

(Achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends or significant highlights)

Work in Progress – Watch this space to record future achievements of note, celebrations, recognition of team members, high risks, significant change, challenges, emerging trends and significant highlights each month.

A Year in Review 2025- 2026 – Tourism, Economic Development, Events and Strategic Activities



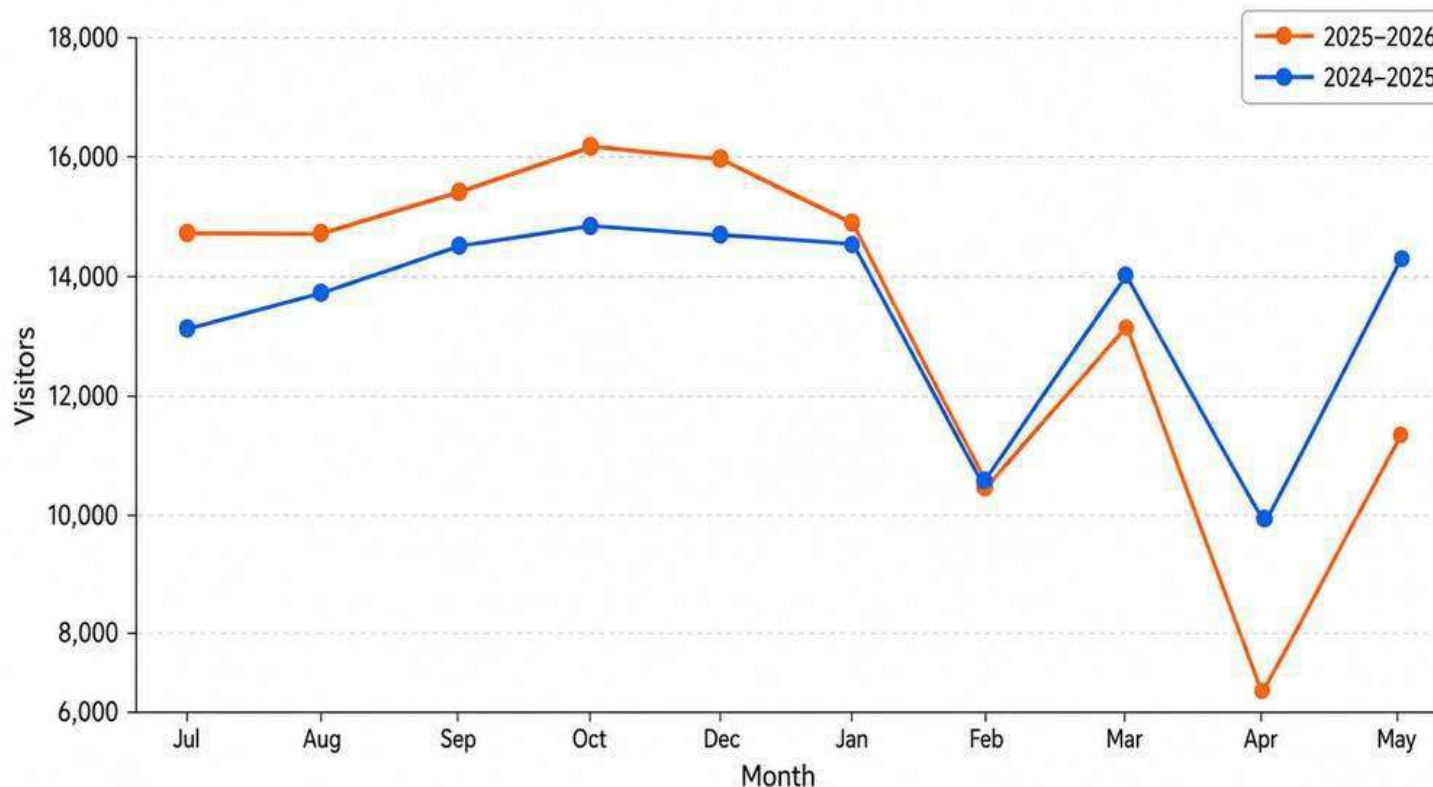
A YEAR IN REVIEW 2025 - 2026

**Tourism, Economic Development,
Events & Strategic Activities**

**Presented by Council's Tourism &
Economic Development Department**



Balranald Shire Visitor Numbers

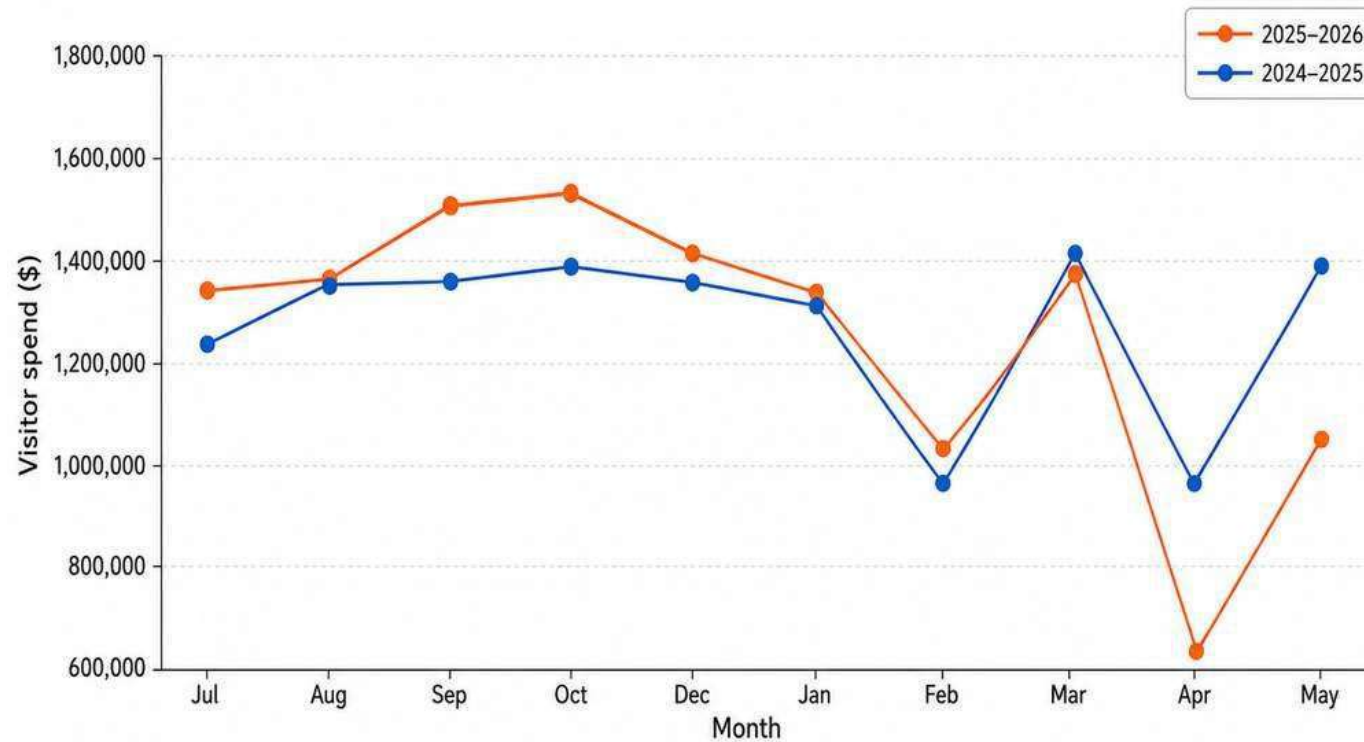


2024-2025 figures derived from the provided percentage change data.

2025-2026 total:	2024-2025 total:	Total difference:	Percentage change:
133,400	134,357	-957	-0.7% decrease

- Visitor numbers across the shire were up in the last 2 quarters of 2025
- The dip in the early months of the 2026 year is traditionally the slow months
- The dip between February – April was across the whole region due to fuel uncertainties and cost of living
- We are yet to receive June figures from DNSW but the trend has been the visitation is picking back up
- Prior to world events impacting travel, Balranald Shire visitation figures were on the increase

Balranald Shire Visitor Spend compared to Previous Year



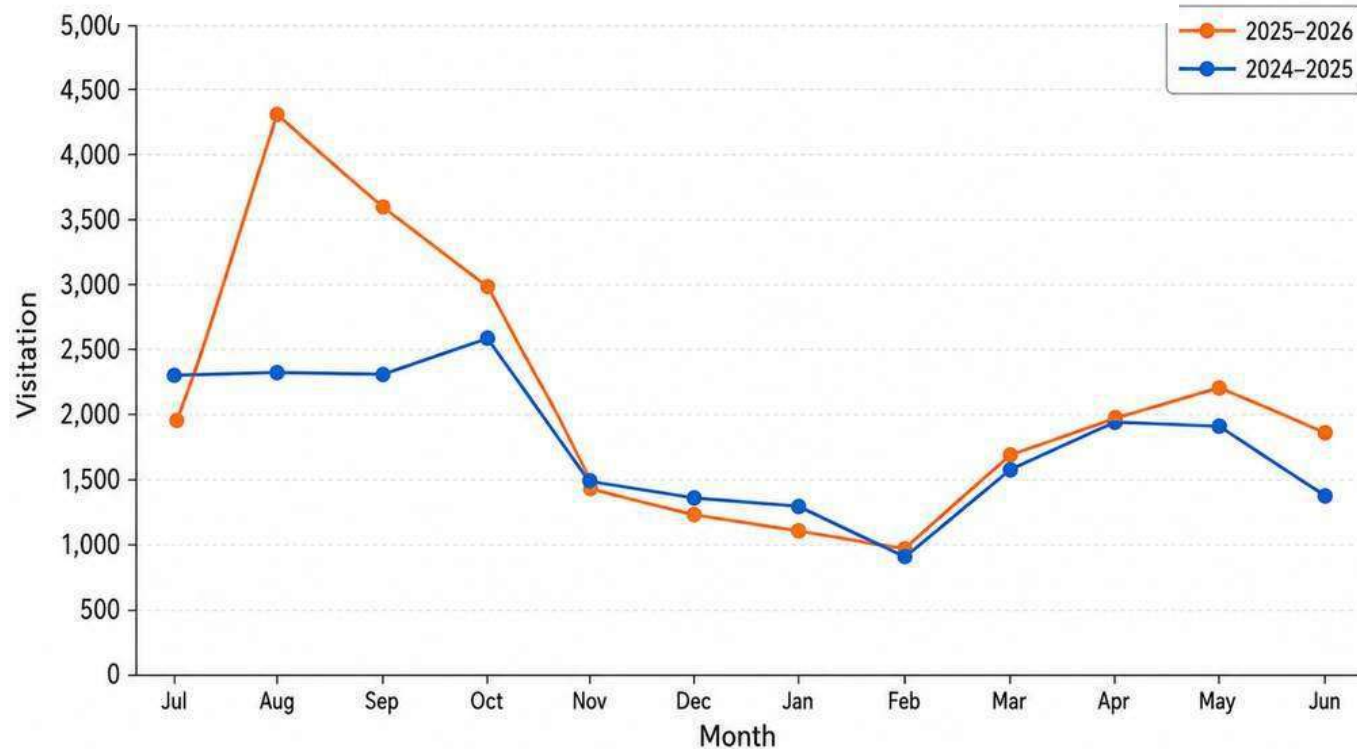
2024-2025 figures derived from the provided percentage change data.

2025-2026 total:	2024-2025 total:	Total difference:	Percentage change:
\$12,620,000	\$12,772,153	-\$152,153	-1.2% decrease

- Visitor Spend across the shire was closely linked to the previous visitor numbers from the previous page

Discovery Centre Precinct Visitor Numbers compared to Previous Year

(includes VIC, IP, Museum & Gaol)



2025-2026 total:

25,435

2024-2025 total:

21,592

Total difference:

+3,843

Percentage change:

+17.8% increase

- Visitor numbers across the Discovery Centre Precinct was on the increase last 2 quarters of 2025
- The dip in the early months of the 2026 year is traditionally the slow months
- Although there was a dip between February – April was across the shire and whole region due to fuel uncertainties and cost of living, nevertheless, visitation to Balranald and the Discovery Centre was above last year's figures
- Regardless of world events effecting travel across the region, visitation to the Balranald and the Discovery Centre precinct performed better than the previous year

Visitor Information Centre Sales compared to Previous Year



- Sales at the Visitor Centre was impacted by travel costs and cost of living, nevertheless across the year there was still an increase in sales comparing to the previous year

Key Highlights per Quarter | 2025–2026



July – September 2025

- 1  Attendance at the Destination & Visitor Economy Conference
- 2  Attendance at the SW Arts Workshop
- 3  Attendance at the NSW Sustainable Communities series of workshops
- 4  Attendance at REBA workshop
- 5  Meeting with Murray River Shire Council re the SW REZ relationship
- 6  Support with photos and content for the development of the new Caravan Park website
- 7  Delivery of the Drought Resilient Program Grant activities along with Wentworth Shire Council
- 8  Ongoing community consultation and research in the development of the DMP

- 9  Attendance to the SW REZ forums
- 10  Delivery of the Social Media & AI workshops across the shire in collaboration with Swan Hill Council
- 11  Ongoing Spirit of the West Loop FSW JO funded regional trail signage infrastructure activities
- 12  Submission of the SCCF5 Progress Report & Variation for extension of time in reference to the Shire Entry Signs project
- 13  Submission of the Australia Day 2026 grant application
- 14  Receipt of Council's success of the Sustainable Communities Program Grant – Early Round Application



FOCUS AREAS



Conferences & Workshops



Partnerships



Grant Delivery



Digital Promotion



Strategic Planning

Key Highlights per Quarter | 2025-2026



October – December 2025

- | | | | | | |
|----|---|---|----|---|---|
| 1 |  | Development & delivery of the 2024-2025 Annual Report | 12 |  | Submission of the SCCF4 grant acquittal report |
| 2 |  | Ongoing community consultation with the Balranald Aboriginal Lands Council re the DMP & Shire Entry Signs | 13 |  | Delivery of the Hop & Shop "Buying Local" campaign |
| 3 |  | Ongoing work in developing the content for the new Visitor Guide | 14 |  | Submission of AGRN Flood Grant reporting |
| 4 |  | First draft of the DMP submitted to the TED committee | 15 |  | Attendance and participation in the Regional Development Australia's (RDA) roundtable workshop in Balranald |
| 5 |  | Attendance and participation with the REWN in reference to REWN activities and the Census workshops | 16 |  | Planning & delivery of the Jana Pittman Ladies Luncheon event |
| 6 |  | Attendance and participation with the Kyalite Progress Association meetings | 17 |  | Spirit of the West Loop regional trail project – Reporting and road trip to the 4 LGAs/Councils |
| 7 |  | Successful delivery of our annual AIVC accreditation onsite review. We passed with flying colours with high praise for our Discovery Centre & Visitor Centre services, reporting, merchandising, and visitor activities | 18 |  | Winning the Council Crown Land Management Excellence Award for the Discovery Centre precinct |
| 8 |  | Attendance and participation in the REWN Local Jobs Program workshops | 19 |  | Attendance at the SW Arts Workshop |
| 9 |  | Ongoing Spirit of the West Loop ESW JO funded regional trail signage infrastructure activities | 20 |  | Submission of the Destination Management Plan to Council for endorsement |
| 10 |  | Attendance and participation in the delivery of the Services Expo Civil Dinner | 21 |  | Planning and staging of the "Stop Shop Stay Market Day" event |
| 11 |  | Attendance and participation in the REBA Chamber of Commerce concept workshops | 22 |  | Completion of the construction of the Discovery Pavilion at the Balranald Discovery Centre Precinct |



FOCUS AREAS



Reporting



Community Consultation



Visitor Promotion



Events



Regional Partnerships



Infrastructure

Key Highlights per Quarter | 2025–2026



January – March 2026

- | | | | |
|---|---|---|--|
| <p>1</p>  | <p>Planning & staging of the Australia Day Event</p> | <p>6</p>  | <p>Development and delivery of the “Alice Kelly/Mungo Man” signage including an unveiling event for Alice Kelly’s family</p> |
| <p>2</p>  | <p>Ongoing delivery of the Spirit of the West Loop regional trail project activities</p> | <p>7</p>  | <p>Public exhibition and endorsement of the Destination Management Plan</p> |
| <p>3</p>  | <p>Part of the application project team in submitting the NSW Sustainable Communities Round 2 application</p> | <p>8</p>  | <p>Support in staging and promoting the Murrumbidgee Classic event</p> |
| <p>4</p>  | <p>Attendance and participation in the Census workshops</p> | <p>9</p>  | <p>Road trip to Broken Hill and the Flying Doctors Museum for inspiration for Balranald’s Southern Cross Exhibition audio-visual project</p> |
| <p>5</p>  | <p>Planning for the Easter events</p> | | |



FOCUS AREAS



Events



Trail Project



Grant Applications



Destination Planning



Exhibition Development

Key Highlights per Quarter | 2025–2026



April – June 2026

- | | | | | | |
|---|---|---|----|---|---|
| 1 |  | Soft opening of the Discovery Pavilion at the Balranald Discovery Centre precinct | 7 |  | Attendance and participation at the LGNSW Destination & Visitor Economy Conference |
| 2 |  | Delivery and staging of the Easter events at the Discovery Centre precinct | 8 |  | Planning and successful delivery of the Business Xchange Workshop event |
| 3 |  | Attendance and participation in the Our Place Partnership Census workshop | 9 |  | Spirit of the West Loop regional trail project – Reporting and road trip to the 4 LGAs/Councils |
| 4 |  | Planning and staging of the Euston Recreation Reserve Upgrade Opening event | 10 |  | Ongoing work in delivering the AGRN Flood Grant deliverables |
| 5 |  | Attendance of the Westpac Scam Workshop | 11 |  | Ongoing work in delivering the Sustainable Communities Program Grant project deliverables |
| 6 |  | Attendance and participation at the REBA workshop | | | |



**FOCUS
AREAS**



Events



Workshops



Regional Trail
Project



Grant
Deliverables



Business
Support

Key Promotions & Marketing Activities during the **2025-2026** Year

- 1  Series of Direct Mail promoting various events and happening
- 2  Series of Social Media Posts promoting various events and happenings across various social media pages
- 3  Series of Print Media Advertising in Local and Regional newspapers of events and happenings
- 4  Series of radio/broadcast media Advertising of events and happenings
- 5  Integrated Marketing Campaign for the "Stop Shop Stay Market Day" event (print media, direct mail, broadcast media, social media)
- 6  Live Broadcast on site for the "Stop Shop Stay Market Day" event
- 7  2 Page Advertising in the Tourist News
- 8  Integrated Marketing Campaign for the "Hop & Shop" Buying Local campaign (print media, direct mail, broadcast media, social media)
- 9  Live Broadcast on site for the "Hop & Shop" campaign

- 10  2 Page Editorial and Advertising in Caravanning Australia Autumn Issue
- 11  2 Page Editorial and Advertising in Caravanning Australia Spring Issue
- 12  Full Page Advertising in the Swan Hill Visitor Guide
- 13  Seasonal Advertising in the Sentinel in the "On the Ball" section
- 14  Promotion of events and happening in Council's Newsletter
- 15  Weekly live Broadcast on Radio of events and happenings by Council's CEO
- 16  Ongoing partnerships and collaboration with regional and state tourism bodies to promote the region
- 17  Continuous promotion of Balranald Shire as a great place to live, work, visit and invest



Events Promoted and/or Supported | 2025-2026

Showcasing events, activities and visitor experiences across the shire

01
JUL - DEC 2025

02
JAN - JUN 2026

July – December 2025

- | | | | | | |
|----|---|--|----|---|--|
| 1 |  | Balranald Gallery exhibitions & workshops | 11 |  | School celebrations: Clare Public School 40th anniversary, Euston Public School 160th fete, and St Joseph's School fete |
| 2 |  | School Holidays – Library activities | 12 |  | Euston Club monthly entertainment & Texas Hold 'Em Poker Nights |
| 3 |  | BNFC Deb Ball | 13 |  | Service NSW Mobile Service & Flying Vet monthly services |
| 4 |  | Balranald Pony Club Annual Camp | 14 |  | Book Week activities |
| 5 |  | Robinvale Euston Rotary Club Sunday Markets | 15 |  | Balranald Racing Club Cox Plate in the Bush & Great Murray River Salami Festival |
| 6 |  | Maari Ma NAIDOC Week events | 16 |  | Balranald Women's Lunch with Jana Pittman & Health, Wellbeing & Support Services Expo |
| 7 |  | Balranald ICPA Hatfield Happening & GrandFriends Afternoon Tea | 17 |  | Robinvale Euston Lantern Festival & Carols on the Riverfront in Euston |
| 8 |  | David Malin Awards Exhibition at Greenham Park Hall | 18 |  | Night Under the Stars Long Table Dinner at Lake Paika |
| 9 |  | Mallee Almond Blossom Festival | 19 |  | Melbourne Cup Day at the Balranald Club & Euston Club |
| 10 |  | Back to Clare Country event & Pud Foster Memorial Poker Run | 20 |  | Stop Shop Stay Market Day, Christmas Unwrapped, Balranald Hospital Auxiliary Christmas Stall & Balranald Christmas Twilight Market |



**FOCUS
AREAS**



Arts &
Culture



Community
Events



Festivals &
Markets



Visitor
Services



Sport &
Recreation

Events Promoted and/or Supported | 2025-2026

Showcasing events, activities and visitor experiences across the shire



January – June 2026

- | | | | | | |
|----|---|---|----|---|--|
| 1 |  | Balranald Gallery exhibitions & workshops | 11 |  | Robinvale Euston Community Market & Balranald Whole of Town Garage Sale |
| 2 |  | Kyalite Fishing Classic event | 12 |  | World Day of Prayer event & Balranald Field & Game Easter Shoot |
| 3 |  | Services Australia Mobile Service | 13 |  | SW Arts Country Arts Support Program & Domestic and Family Violence Awareness Training |
| 4 |  | Balranald Field & Game Twilight event | 14 |  | Girls on Fire 1 Day Fire & Resilience Program & Women's Health Clinic Day |
| 5 |  | Monthly entertainment at the Euston Club | 15 |  | Hatfield Happening & Pyjama Day at Balranald Central School |
| 6 |  | After School Program at the Library Hub | 16 |  | Murph's Biggest Morning Tea & Balranald Business Xchange Catch-Up |
| 7 |  | Balranald Murrumbidgee Fishing Classic event | 17 |  | Balranald Football Netball Club May-August events & BFNC Wrong Function event |
| 8 |  | Homebush Rodeo event | 18 |  | GrandFriends Day event & Maari Ma Balranald All-In Art Exhibition |
| 9 |  | Balranald Easter Egg Hunt & Market event | 19 |  | Mental Health First Aid Course Workshop in Euston & Maari Ma Community Event |
| 10 |  | Robinvale Euston Easter Tennis Tournament & Euston Playgroup activities | | | |



**FOCUS
AREAS**



Community
Events



Markets



Arts &
Culture

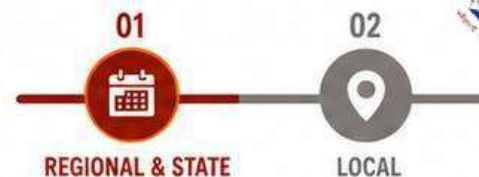


Health &
Wellbeing



Sports &
Recreation

Key Committees, Meetings & Workshops | 2025–2026



Regional & State

*Networks, conferences, partnerships
and regional project collaboration*

- | | | | | | |
|----------|---|--|-----------|---|---|
| 1 |  | South West REZ webinars & South West REZ Roundtables (July–Sept 2025) | 10 |  | Darling Murray Murrumbidgee Rural Service Network online meetings |
| 2 |  | REBA (Robinvale Euston Business Association) meetings & workshops | 11 |  | Robinvale/Euston Census 2026 Working Group meetings |
| 3 |  | REWN (Robinvale Euston Workforce Network) meetings and workshops | 12 |  | NSW AVIC Connect online meetings |
| 4 |  | Destination NSW Riverina Murray online meetings | 13 |  | Far West NSW Tourism Networking meeting |
| 5 |  | Collaboration in the Mallee & Cross-border Partnership online meetings | 14 |  | RDA Roundtable Workshops |
| 6 |  | Riverina Economic Development Officers online meetings | 15 |  | SW Arts meetings |
| 7 |  | Riverina Tourism Working Group – online meetings | 16 |  | Drought Resilience Program Delivery meetings with Wentworth Shire Council |
| 8 |  | Attendance at the LGNSW Destination & Visitor Economy Conference 2026 | 17 |  | Spirit of the West Loop Trail Project planning meetings |
| 9 |  | NSW Visitor Economy Review meeting | | | |



FOCUS AREAS



Regional Networks



Tourism



Workforce



Economic Development



Projects



Key Committees, Meetings & Workshops | 2025–2026



REGIONAL & STATE



LOCAL



Local

Committees, community planning, events and local engagement

- | | | | | | |
|---|--|---|----|--|---|
| 1 | | Tourism & Economic Development Monthly Meetings (TED) | 8 | | Balranald Southern Cross Inc committee meetings |
| 2 | | Euston Progressive Advisory Committee Monthly Meetings (EPAC) | 9 | | Balranald Gallery / Art & Culture committee meetings |
| 3 | | Strengthening Community Access, Inclusion & Wellbeing Advisory Committee monthly meetings (SCAIWAC) | 10 | | Balranald Racing Club meetings |
| 4 | | Specific Rolling Action Plan Workshops with TED & EPAC | 11 | | Balranald Inc meetings |
| 5 | | Balranald Inc committee meetings | 12 | | Balranald Football Netball Club Thursday evening dinners (during season) |
| 6 | | Balranald Murrumbidgee Classic planning meetings | 13 | | Kyalite Progress Association committee meetings |
| 7 | | Australia Day Committee meetings | 14 | | Organisation and facilitation of the Destination Management Plan community consultation workshops |



FOCUS AREAS



Community



Events



Planning

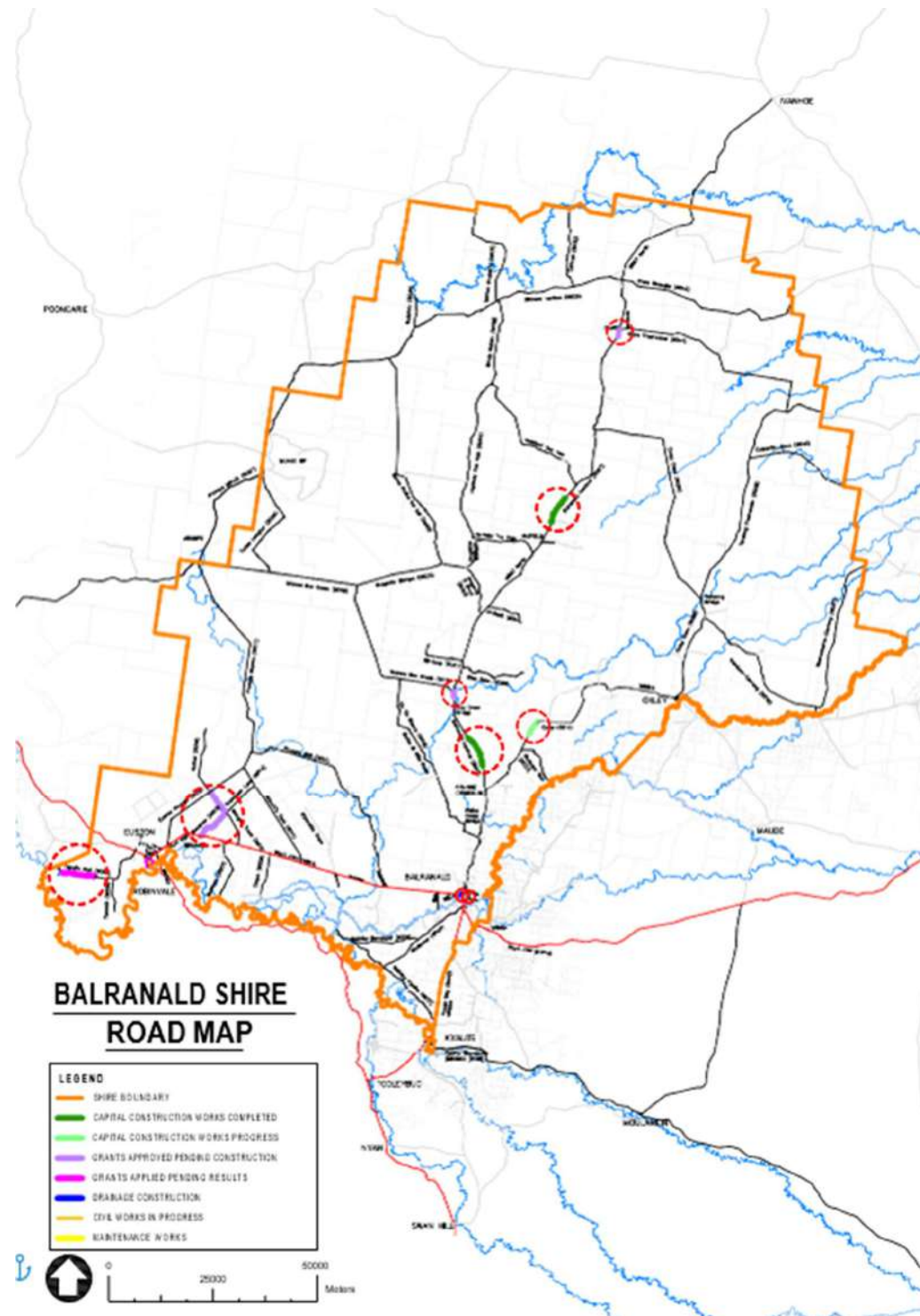


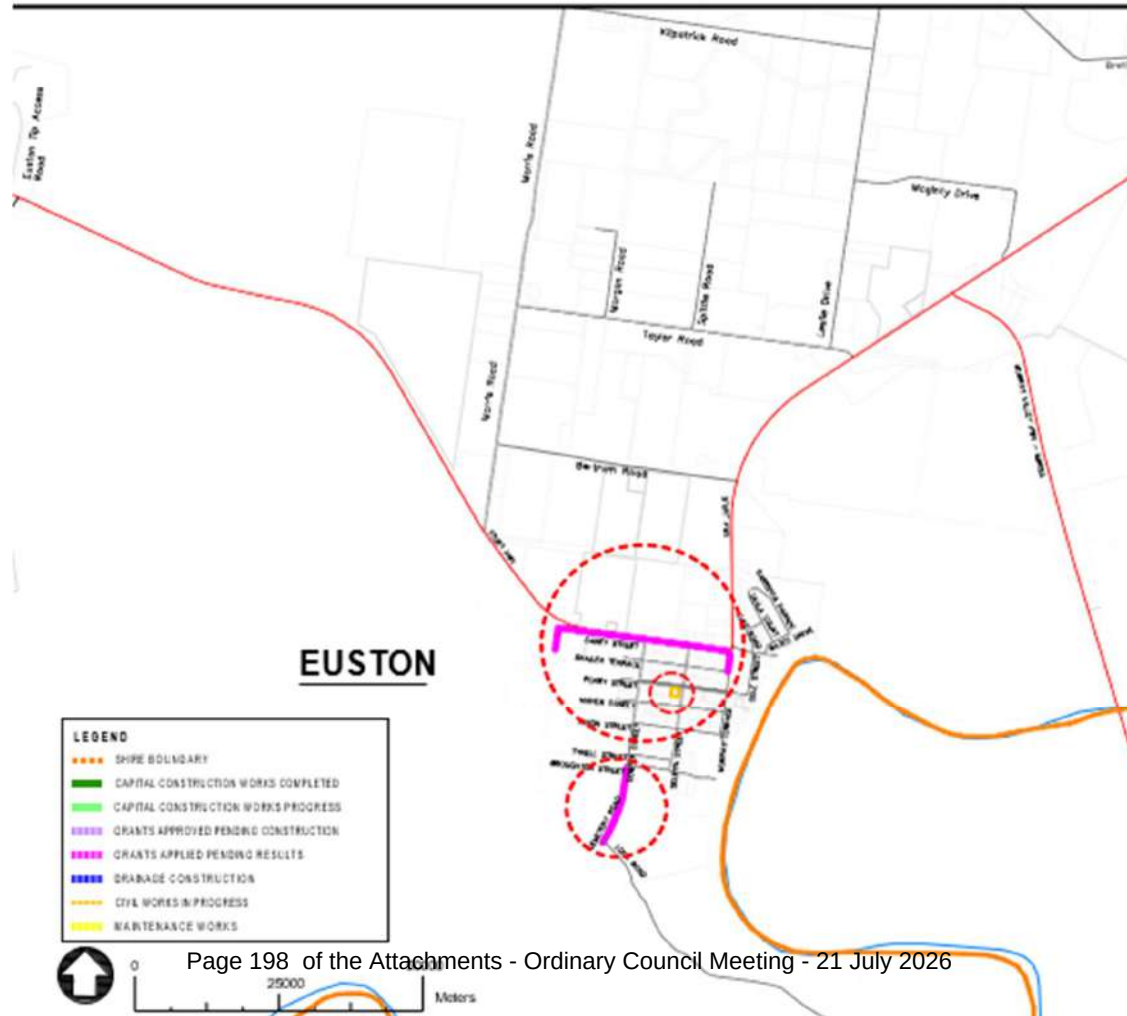
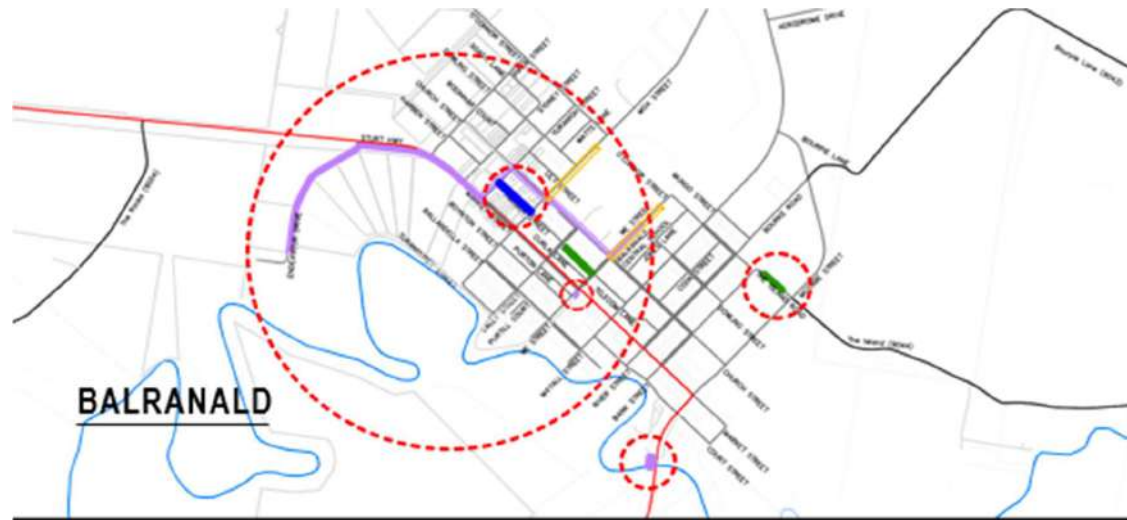
Culture



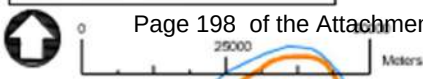
Consultation

Technical and Project Services Update for June 2026





LEGEND	
-----	SHIRE BOUNDARY
-----	CAPITAL CONSTRUCTION WORKS COMPLETED
-----	CAPITAL CONSTRUCTION WORKS PROGRESS
-----	GRANTS APPROVED PENDING CONSTRUCTION
-----	GRANTS APPLIED PENDING RESULTS
-----	DRAINAGE CONSTRUCTION
-----	CITY WORKS IN PROGRESS
-----	MAINTENANCE WORKS



Outstanding Actions

Meeting	Officer/Director	Section	Subject
Council 17/02/2026	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Operational Review and Leasing Strategy - Balranald Caravan Park
RESOLUTION 2026/10			
Moved: Cr Tracy O'Halloran Seconded: Cr Iain Lindsay-Field			
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.			
CARRIED			
11 Mar 2026 12:44pm Holmes, Carol			
Stage 1 - seeking Crown Land's endorsement of Plan of Management underway			
20 May 2026 11:37am Dodds PSM, Terry			
Council received advice from Crown Lands week beginning 18 May that the review of the Plan of Management by Crown Lands should be complete by the end of the first week in June. Subject to CLs concurrence, stage 2 will commence.			
22 Jun 2026 8:48am Dodds PSM, Terry			
CEO - Requested Manager Planning & Environment chase up status of Plan of Management with Crown Lands, as Crown Lands had previously informed council a response would be received by the end of the first week in June.			

Meeting	Officer/Director	Section	Subject
Council 21/04/2026	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Dried Fruits Australia - Request for rate relief
RESOLUTION 2026/75			
Moved: Cr Iain Lindsay-Field Seconded: Cr Alison Linnett			
That Council:			
1. Receive and note the correspondence from Dried Fruits Australia dated 13 March 2026 requesting rate relief for producers affected by recent extreme weather events. 2. Note that the Local Government Act 1993 (NSW) provides limited capacity for councils to grant sector-wide rate relief. 3. Advise Dried Fruits Australia that Council is unable to provide industry-wide rate relief. 4. Write to the NSW Minister for Agriculture and the Federal Minister for Agriculture advocating for appropriate disaster and primary producer assistance for affected growers.			
CARRIED			
 20 May 2026 11:40am Dodds PSM, Terry			
Dried Fruits Assoc. notified of Resolution.			

Meeting	Officer/Director	Section	Subject
Council 21/10/2025	Dodds PSM, Terry	Confidential Matters	Acquisition of Land for Balranald Airstrip Extension
MOTION			
Moved: Cr Iain Lindsay-Field Seconded: Cr Alison Linnett			
That Council make a counter-offer as identified in the report for the approximately 50ha parcel of land identified in the attached plan to facilitate the planned extension of the Balranald Aerodrome.			

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

11 Mar 2026 12:48pm Holmes, Carol

Correspondence sent to Go-Farm seeking a face-to-face meeting

11 Mar 2026 12:49pm Holmes, Carol - Target Date Revision

Target date changed by Holmes, Carol from 19 December 2025 to 29 May 2026 - To allow Go-Farm to respond and arrange a meeting

20 May 2026 11:17am Dodds PSM, Terry

Council is waiting for the results of GO.FARM's investigation into confirming condition of soil (potential contamination) prior to proceeding.

Meeting	Officer/Director	Section	Subject
Council 17/02/2026	Dodds PSM, Terry	Confidential Matters	Fire Damaged Building - 92 Market Street Balranald
RESOLUTION 2026/7			
Moved: Cr Alison Linnett Seconded: Cr German Ugarte			
That Council:			
1. Endorse the author's request contained in this report for responding to the fire-damaged building at 92 Market Street, Balranald, as the guiding framework for future actions in relation to this matter. 2. Note that Council's primary obligations are limited to abating any immediate public safety risk and protecting Council-owned assets from ongoing damage. 3. Note that the secondary consideration is abating the psychological negativity caused when people see a lack of progress to remediate the site. 4. Confirm that Council will not undertake remediation or clean-up works on privately owned land where the costs are unlikely to be recovered, except to the minimum extent required to address lawful and immediate public safety risks if required.			
CARRIED			
 11 Mar 2026 12:45pm Holmes, Carol			
Legal Counsel Engaged - underway			
11 Mar 2026 12:45pm Holmes, Carol - Target Date Revision			
Target date changed by Holmes, Carol from 17 March 2026 to 29 May 2026 - to allow for legal advice to be sought			
01 May 2026 1:24pm Dodds PSM, Terry - Target Date Revision			
Target date changed by Dodds PSM, Terry from 29 May 2026 to 30 July 2026 - New information has been presented, which may change outcome and current trajectory.			
20 May 2026 11:27am Dodds PSM, Terry			
Temporary works (pigeon problem) being implemented. Refer to response to NOM in May OCM.			

Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Holmes, Carol	Part A - Chief Executive Officer's Reports	2025-2029 Urban Tree Management Plan
	Dodds PSM, Terry		
RESOLUTION 2026/107			
Moved: Cr German Ugarte Seconded: Cr Alison Linnett			
That Council amend the Tree Management Plan to give consideration to replacement of removed trees, and have a listing of significant Heritage trees incorporated and bring back to Council when completed.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 16/06/2026	Holmes, Carol	Part B - Chief Executive Officer's Reports	outstanding Actions
	Dodds PSM, Terry		
RESOLUTION 2026/151			
Moved: Cr German Ugarte Seconded: Cr Tracy O'Halloran			
That the report be received and noted.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Dodds PSM, Terry	Mayor/Councillor Report	Mayoral Report - Federal Assistance Grants Reduction to 0.49% and implications for Local Government Sustainability
RESOLUTION 2026/98			
Moved: Deputy Mayor Dwaine Scott Seconded: Cr German Ugarte			
That Council:			
1. Continue to participate in sector-wide and individually focused advocacy through Local Government NSW, Country Mayors Association NSW, Western Division of Councils, the Australian Local Government Association (ALGA), and the Federal Member for the seat of Farrer. 2. When opportunities are presented, or crafted, directly engage with federal MPs and senators, particularly those representing regional and rural constituencies. 3. Support and participate in coordinated media campaigns highlighting real-world impacts on communities. 4. Assist Country Mayors Association and the Local Government NSW Association by supporting, where possible, the preparation of case studies demonstrating the consequences of reduced funding. 5. Continue using communication channels to ensure communities understand the stakes and support the call for restoration to 1%.			
CARRIED			
02 Jun 2026 9:10am Holmes, Carol - Reallocation			
Action reassigned to Dodds PSM, Terry by Holmes, Carol - Terry being the CEO, to continue to participate in advocacy through LGNSW, CMA, Western Division of Councils, ALGA and Federal Member			
19 Jun 2026 2:18pm Dodds PSM, Terry			
Advocacy with LGNSW, Country Mayors, Chair of Chairs of the Joint Organisations, and six Ministers/Members of Fed/State parliament post this resolution up to week ending 19/6. See 'Correspondance' Report in each Ordinary Council Meeting paper for details.			
Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Dodds PSM, Terry	Mayor/Councillor Report	Mayoral Minute - Local Purchasing Policy Review

RESOLUTION 2026/100

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

That Council request the CEO prepare a report to Council on the development of a local purchasing policy, or amendments to Council's existing procurement policy, addressing:

1. Opportunities to support local businesses, local employment, regional economic development and supply-chain resilience.
2. The legal framework applying to Council procurement, including tendering requirements, probity, conflicts of interest, competitive neutrality, value for money, fair trading, competition law and any relevant trade agreement obligations.
3. Risks associated with local preference purchasing, including reduced competition, increased costs, perceived favouritism, lobbying, conflicts of interest, audit findings and reputational damage.
4. Options for defining 'local supplier', 'local content' and 'regional supplier'.
5. Whether a local preference weighting, price margin or non-price evaluation criterion could be lawfully and practically applied.
6. Examples of local purchasing policies used by comparable NSW councils.
7. Whether independent legal advice should be obtained before any draft policy is placed on public exhibition.
8. A recommended approach that supports local economic benefit while preserving transparency, probity, competition and value for money.

CARRIED

02 Jun 2026 9:13am Holmes, Carol - Reallocation

Action reassigned to Dodds PSM, Terry by Holmes, Carol - Terry being the CEO, to prepare a report to Council on the development of a local purchasing policy or amendments to the existing procurement policy

Meeting	Officer/Director	Section	Subject
Council 21/10/2025	Dodds PSM, Terry	New Item	Acquisition of Land for Housing
RESOLUTION 2025/210			
Moved: Cr Alison Linnett Seconded: Cr Iain Lindsay-Field			
That council go into committee of the whole to allow discussions this report, with the outcome of deferring this report until the November 2025 Ordinary Council meeting pending further information.			
CARRIED			
11 Mar 2026 10:48am Holmes, Carol - Reallocation			
Action reassigned to Dodds PSM, Terry by Holmes, Carol - Terry, being the relevant officer to respond			
20 May 2026 11:25am Dodds PSM, Terry			
Incorporated resolution into wider review (Housing Strategy). Currently liaising with Dept. Planning to progress.			

Meeting	Officer/Director	Section	Subject
Council 21/10/2025	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Construction of Garage
RESOLUTION 2025/189			
Moved: Cr Tracy O'Halloran Seconded: Cr Iain Lindsay-Field			
That Council			
1. Accept the Red Ross Rural Balranald as preferred supplier for the procurement and construction of a new lockable two-car garage at 83 Court Street and 2. Allocate \$35,000 (GST Incl.) plus 10% contingency from the Infrastructure Reserve for the procurement and installation of a new lockable two-car garage at 83 Court Street Balranald.			
CARRIED			
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			
13 Feb 2026 5:06pm McKinley, David - Target Date Revision			
Target date changed by McKinley, David from 31 December 2025 to 08 April 2026 - Need to follow up where this project is in the system			
13 May 2026 2:43pm Holmes, Carol - Reallocation			
Action reassigned to Dodds PSM, Terry by Holmes, Carol - Terry being the CEO and owner of property where the garage is to be erected.			
20 May 2026 11:22am Dodds PSM, Terry			
Construction commenced week ending 23 May.			

Meeting	Officer/Director	Section	Subject
Council 20/05/2025	Dodds PSM, Terry	Part B - General Manager's Reports	Yanga National Park Fuel Load
RESOLUTION 2025/110			
Moved: Cr Iain Lindsay-Field Seconded: Cr Tracy O'Halloran			
That Council not accept this report and request further information from National Parks & Wildlife Service.			
CARRIED			

10 Nov 2025 12:35pm Holmes, Carol - Reallocation

Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council

10 Jun 2026 9:03am Holmes, Carol

Correspondence was forwarded to National Parks and Wildlife Service on 20 February 2025, a response was received on 12 May 2025, and reported to Council at the ordinary meeting held on 20 May 2025. This action is now completed and will be deleted

Meeting	Officer/Director	Section	Subject
Council 21/10/2025	Beauliv, Hodi	Confidential Matters	Balranald Shire General Practice (GP) Services
RESOLUTION 2025/211			
Moved: Cr Iain Lindsay-Field Seconded: Deputy Mayor Dwaine Scott			
That he gets \$45,000 this year, next year Council provides 50% of the \$45,000, the following year 25% and he need to commit with a 5 years signed contract of staying in Balranald and the GP.			
CARRIED			
08 Dec 2025 7:45pm Beauliv, Hodi			
The Executive Manager Community and Governance has advised Dr Vitalis that Council will be reducing the financial assistance provided over the coming years. Conversations have also been facilitated with the Rural Doctors Network and through feedback on health services to the Country Mayors Association on how the government is cost shifting these expenses to local Council's.			

Meeting	Officer/Director	Section	Subject
Council 16/06/2026	Mendes, Edna	Part A - Chief Executive Officer's Reports	Mayoral and Councillor Fees for 2026-27

RESOLUTION 2026/134

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

That Council:

1. Sets the annual Councillor Fee payable for the period 1 July 2026 to 30 June 2027 at \$14,450 as determined by the Local Government Remuneration Tribunal and in accordance with section 248 of the Local Government Act 1993.
2. Sets the annual Mayoral Additional Fee payable for the period 1 July 2026 to 30 June 2027 at \$31,510 as determined by the Local Government Remuneration Tribunal and in accordance with section 248 of the Local Government Act 1993.

CARRIED

Meeting	Officer/Director	Section	Subject
Council 16/06/2026	Mendes, Edna	Part A - Chief Executive Officer's Reports	Councillor Superannuation Payments
RESOLUTION 2026/135			
Moved: Cr Tracy O'Halloran Seconded: Cr Alison Linnett			
That the report be received and noted and that Council endorse the payment of Superannuation to any Councillor choosing to take up the offer.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 16/09/2025	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Review of Council Policies
THE ITEM WAS NOT FOUND (BOOKMARK: PDF2_ReportName_11162) CHECK THE INTEGRITY OF THE ITEM IN THE MINUTES DOCUMENT			
DOCUMENT: DOCUMENT16			
Resolution not found			
11 Mar 2026 1:41pm Beauliv, Hodi			
With the change to the code of meeting practice, we are unable to hold a Council workshop. Three of the policies have been tabled for the March 2026 Council meeting. The other 2 policies will be tabled at the July 2026 meeting.			
10 Jul 2026 12:37am Beauliv, Hodi			
As workshops are now allowed again with the recision of the revised Code of Meeting Practice, a workshop on these policies will now be undertaken with Councillors before providing the Policies back to Council.			

Meeting	Officer/Director	Section	Subject
Council 21/10/2025	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Discovery Centre Cafe Lease Agreement
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			
24 Nov 2025 1:33pm Holmes, Carol			
Moved to Hodi Beauliv as Hodi is the Executive Manager: Governance & Community Services			
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.			
09 Jun 2026 1:03pm Beauliv, Hodi			
Letter sent to operators on 10/06/2026 re-confirming in writing: , - their request to exercise the option to extend the lease for a further 3 years was noted at the October Council meeting and , - to advise the solicitor costs they would be required to pay if they wish to alter their operating hours			
10 Jul 2026 12:39am Beauliv, Hodi			
As at 9 July 2026, the tenants have not responded to the correspondence from 10 June 2026.			

Meeting	Officer/Director	Section	Subject
Council 17/03/2026	Knight, Laurie	Part A - Chief Executive Officer's Reports	Review of Council Rating Structure
	Beauliv, Hodi		

RESOLUTION 2026/44

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

That Council note the details of the review into the current Rating Structure and endorses the inclusion of an additional sub-category of Business – Accommodation camps, effective 1 July 2026.

CARRIED

Meeting	Officer/Director	Section	Subject
Council 17/02/2026	Brady-Overington, Cathy	Part A - Chief Executive Officer's Reports	Balranald Housing Strategy - Update
RESOLUTION 2026/19			
Moved: Cr Iain Lindsay-Field Seconded: Cr Tracy O'Halloran			
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.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 19/08/2025	Brady-Overington, Cathy	Part A - Chief Executive Officer's Reports	Accommodation for Employees with Hybrid Work Arrangements
RESOLUTION 2025/1			
Moved: Cr Tracy O'Halloran Seconded: Cr German Ugarte That Council:			
1. Approve the use of 38 Court St Balranald as furnished accommodation for use by employees engaged on a hybrid-work basis, or on a short-term arrangement. 2. Allocate \$35,000 from the Infrastructure Reserve for the purchase of the necessary furnishings. 3. Investigate the acquisition of land and the construction of a range of staff accommodation similar to the recent development at the Balranald MPS. 4. Staff develop a Hybrid Workers Accommodation Policy.			
CARRIED			
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.			
09 Jun 2026 8:17pm Beauliv, Hodi			
Part 4 included in Staff Housing Policy adopted by Council in March 2026.			
09 Jun 2026 8:18pm Beauliv, Hodi			
Part 3 only action still outstanding. To be included in revamp of Housing and Settlement Strategy with worked examples of housing solutions, including options that may be suitable for staff housing.			
09 Jun 2026 8:25pm Beauliv, Hodi - Reallocation			
Action reassigned to Brady-Overington, Cathy by Beauliv, Hodi - Cathy Brady-Overington is responsible for developing the Housing and Settlement Strategy. This will include worked examples for housing solutions that will address point 3 of this action, the only remaining action to be completed.			

Meeting	Officer/Director	Section	Subject
Council 18/11/2025	Brady-Overington, Cathy	Notice of Motion	Notice of Motion - Motions for November Meeting
RESOLUTION 2025/189			
Moved: Cr Tracy O'Halloran Seconded: Cr Iain Lindsay-Field			
That:			
1. Council seeks grant funding to create an off-leash dog park adjacent to the Lions Park new Playground; 2. Council seeks grant funding to seek designs and paint for the creation of a mural on the Balranald water Towers. 3. Council use the credit at the Rustic Pear from the Balranald Beautification Committee to purchase red Roses to improve the streetscape in front of the Balranald Bakery and the Potters building; 4. Council investigates, removes and replaces the dead trees in Market Street, between River and We Street, Balranald 5. Council investigate with the cleaning and making safe the Murrumbidgee River (between the bridge and the Mission) safe for fishing, boating and water sports including the provisions of a beach at the River Bend. and 6. Review the signage at the River regarding "No Caravans" – Cally Street and We Street.			
CARRIED			
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.			
11 Mar 2026 1:44pm Beauliv, Hodi - Reallocation			
Action reassigned to Dodds PSM, Terry by Beauliv, Hodi - CEO to respond.			
09 Jun 2026 8:26pm Beauliv, Hodi			
As previously requested by Council, the monthly Grant report has been updated to include a section to prioritise projects for grant funding from Council's Community Strategic Plan, any other Strategic Council Document and the rolling action plans from Council's Advisory Committees. , Where actions 1, 2, 5 & 6 have aligned with one of these documents, they have been included. If they do not align with any strategic document, they have not been included. Actions 1, 2 & 6 COMPLETED.			
09 Jun 2026 8:40pm Beauliv, Hodi - Reallocation			
Action reassigned to Brady-Overington, Cathy by Beauliv, Hodi - Cathy Brady Overington responsible for Action 3 & 4. , 3. Council use the credit at the Rustic Pear from the Balranald Beautification Committee to purchase red Roses to improve the streetscape in front of the Balranald Bakery and the Potters building;, 4. Council investigates, removes and replaces the dead trees in Market Street, between River and We Street, Balranald, 5. Council investigate and seek grant funding to clean and make the Murrumbidgee River (between the bridge and the Mission) safe for fishing, boating and water sports; and			

Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Ranjit, Raju	Part A - Chief Executive Officer's Reports	Project Management Policy
RESOLUTION 2026/2			
Moved: Cr German Ugarte Seconded: Cr Iain Lindsay-Field That Council:			
1. Endorse the Draft Project Management policy to be:			
(a) publicly exhibited for a period of 28 days to invite public submissions and			
(b) adopted immediately following the exhibition period, if no significant public submissions are received			
2. Note that if any significant public submissions are made, the policy will be reported back to the July 2026 Ordinary Council Meeting.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 26/11/2024	Ranjit, Raju	New Item	Notice of Motion - Policy for Management of Trees on Council Land
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.			
CARRIED			

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 feed back ahead of the Feb 2026 Council meeting

11 Mar 2026 11:59am McKinley, David - Target Date Revision

Target date changed by McKinley, David from 02 March 2026 to 29 May 2026 - The draft is complete and programmed Council Technical Staff to review ahead of presentation to Full Council Meeting May 2026

13 May 2026 2:46pm Holmes, Carol - Reallocation

Action reassigned to Ranjit, Raju by Holmes, Carol - David Mckinley no longer works for Council and Raju being the Manager of Technical & Project Services

Meeting	Officer/Director	Section	Subject
Council 16/09/2025	Ranjit, Raju	Notice of Motion / Questions on Notice	Nixon St Euston Drainage
OFFICER RECOMMENDATION			
THAT Council notes the response provided to the question regarding Nixon St Euston Drainage raised by Councillor Zaffina.			
"Council have deployed a Surveyor to undertake a survey of Road alignments (i) Bertram Road, (ii) Nixon Street and (iii) Taylor Road as part of plans to generate Engineering designs, the Surveyor will either be onsite this week or the week of 22 nd September."			
10 Oct 2025 2:07pm Bascomb, Peter - Reallocation			
Action reassigned to McKinley, David by Bascomb, Peter - Mo0re 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 programing of design works			
08 Apr 2026 11:45am Holmes, Carol			
Update from Suluxan - The drainage issue has been assessed, surveyed, and designed., The assessment report, including the cost estimate and design drawings, has been forwarded to Vince for action.			
13 May 2026 2:48pm Holmes, Carol - Reallocation			
Action reassigned to Ranjit, Raju by Holmes, Carol - David McKinley no longer works for Council and Raju is the Manager of Technical & Project Services.			

Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Ranjit, Raju Ranjit, Raju	Part A - Chief Executive Officer's Reports	Contract Management Policy
RESOLUTION 2026/109			
Moved: Cr Tracy O'Halloran Seconded: Deputy Mayor Dwaine Scott			
That Council:			
1. Endorse the Draft Contract Management policy to be: (a) Publicly exhibited for a period of 28 days to invite public submissions and (b) Adopted immediately following the exhibition period, if no significant public submissions are received. 2. Note that if any significant public submissions are made, the policy will be reported back to the July 2026 Ordinary Council Meeting.			
CARRIED			

Meetings attended by the Mayor, Chief Executive Officer and the Executive Team

15.6.26	Meeting	Catch-up with CEO & Manager	CEO, EMCG, CFO
15.6.26	Meeting	Shortlist of ARIC Members	CEO, EMCG
15.6.26	Teams Meeting	Council Commissioning Agreement	EMCG
16.6.26	Catch Up	Weekly Catch Up	Mayor & CEO
16.6.26	Teams Meeting	Smart Meters Training	CFO
16.6.26	Workshop	Grants Update	Mayor, CEO, EMCG, CFO & Councillors
16.6.26	Teams Meeting	Catch Up with Auditors	CEO & CFO
16.6.26	Meeting	Ordinary Council Meeting	Mayor, CEO, EMCG, CFO & Councillors
17.6.26	Catch Up	Monthly De-Brief with Depot Staff	CEO, EMCG & CFO
17.6.26	Teams Meeting	Balranald SC Go Live & Support Services Magiq	CFO
17.6.26	Radio Interview	Weekly 3SH Radio Interview	CEO
17.6.26	Catch Up	Monthly De-Brief with Indoor Staff	CEO, EMCG & CFO
17.6.26	Meeting	Statecover Review Meeting	CEO, EMCG, CFO
17.6.26	Teams Meeting	Return to Work	CFO
18.6.26	Teams Meeting	Smart Meter Training	CFO
18.6.26	Interviews	ARIC Member	CEO, EMCG
18.6.26	Teams Meeting	Magiq Enterprise Presentation	CFO
19.6.26	Teams Meeting	Auditors	CFO
22.6.26	Catch Up	Weekly Catch Up with CEO & Managers	CEO, EMCG, CFO
22.6.26	Teams Meeting	Magiq Presentation	CFO
22.6.26	ELT Meeting	Monthly Meeting	Mayor, CEO, EMCG & CFO
23.6.26	Catch Up	Weekly Catch Up	Mayor & CEO
23.6.26	Teams Meeting	Ageing Australia	EMCG
23.6.26 to 26.6.26	Conference	ALGA	Mayor & CEO

24.6.26	Teams Meeting	Monthly eCISO Meeting	EMCG
25.6.26	Meeting	Monthly Hostel Finance Meeting	EMCG & CFO
25.6.26	Teams Meeting	Community Impact Program	EMCG
25.6.26	Teams Meeting	Monthly Cadence Meeting	EMCG & CFO
26.6.26	Webinar	Reforms to the Regulation of Councillor Conduct	EMCG
29.6.26	Catch Up	Weekly Catch up with CEO & Managers	CEO, EMCG, CFO
29.6.26	Teams Meeting	Feedback session – NSW Sustainable Communities Program Economic Development and Infrastructure	Mayor, CEO & EMCG
29.6.26	Catch Up	Spirit of West Loop	CEO, EMCG & CFO
29.6.26	Teams Meeting	TAFE Connects Loopback Lunch	EMCG
29.6.26	Teams Meeting	NSW DPIRD Sustainable Communities	Mayor, CEO, EMCG
29.6.26	EPAC	Monthly Meeting	Mayor, CEO, EMCG
30.6.26	Catch Up	Weekly Catch Up	Mayor & CEO
30.6.26	Teams Meeting	Far West Local Health District – Extra Hours	Mayor
30.6.26	SCAIWAC	Committee Meeting	Mayor, CEO & EMCG
1.7.26	Radio Interview	Weekly 3SH Radio Interview	CEO
1.7.26	Meeting	Flood Risk Management Committee	Mayor
1.7.26	Conference	Economic Development Conference	EMCG
2.7.26	Teams Meeting	NSW DPIRD Sustainable Communities	Mayor, CEO & EMCG
2.7.26	Teams Meeting	Finance System Catch Up	CFO
2.7.26	Teams Meeting	Monthly eCISO Meeting	EMCG
3.7.26	Meeting	REZ Meeting	Mayor & CEO
3.7.26	Teams Meeting	Finance System Demo	CFO
6.7.26	Catch Up	Weekly Catch Up with CEO & Managers	CEO, EMCG & CFO
7.7.26	Teams Meeting	Team Building Discussion	CEO & CFO
7.7.26	Teams Meeting	Follow Up Feedback session - NSW DPIRD Sustainable Communities	Mayor, CEO & EMCG
7.7.26	Catch Up	Weekly Catch Up	Mayor & CEO
7.7.26	Catch UP	Rangers Program	CEO

7.7.26	ELT	Regular Fortnightly Catch Up	CEO, EMCG & CFO
7.7.26	Teams Meeting	AusAlert – National Messaging System	Mayor
7.7.26	Workshop	Town Entry Signs	Mayor, CEO, CFO & EMCG with Councillors
8.7.26	Teams Meeting	Finance System Catch Ups	CFO
14.7.26	Meeting	SWREZ	CEO & EMCG
14.7.26	Teams Meeting	Rates Crisis	CFO
14.7.26	Meeting	NBN	Mayor
15.7.26	Catch Up	Kiranari – Community Transport	EMCG
15.7.26	Teams Meeting	Finance System Catch Ups	CFO
16.7.26	Teams Meeting	Water and Waste Water Initiatives	EMCG
16.7.26	Ceremony	NSW Rural Fire Service Presentation	Mayor, CEO
17.7.26	Teams Meeting	GMAC Meeting RAMJO	CEO
17.7.26	Meeting	REZ #3	Mayor & CEO

CEO and Executive Team meet regularly with individual staff members outside the above meetings.

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

Correspondence

Terry Dodds
Chief Executive Officer Balranald Shire Council 70 Market Street
Balranald NSW 2715

15 June 2026

Dear Mr Dodds,

Local Government election costs: draft Principles paper

The NSW Electoral Commission is preparing for the 2028 Local Government elections including a review of how to work effectively with councils across New South Wales to deliver a successful event.

To assist with this work, we welcome your council's views on the principles that should guide the Electoral Commission's recovery of costs for those elections and any subsequent by-elections and referendums.

The enclosed consultation draft Principles paper proposes a framework for rigour and transparency, under the headings of authority, transparency, efficiency, performance, equity and clarity. The Electoral Commission will also analyse its cost allocation and invoicing approach from the last two ordinary elections and liaise with the NSW Government about whether state funding may be made available to meet the core expenses incurred by the Electoral Commission.

I would be grateful for feedback on the draft principles and other matters concerning your council's preparations for the 2028 elections, by 31 July 2026, using the enclosed survey form. The feedback deadline can be extended to accommodate council meeting schedules for July and early August 2026. Please let us know if such an extension is requested for your council.

Responses to the survey and any related submissions will be reviewed for inclusion in a consultation feedback report and may also be published on the Electoral Commission's website.

Please contact Emma Keene, Director Election Participation if you have any questions or require a short extension for submission feedback, at councilelections@elections.nsw.gov.au or 02 9290 5999.

Yours sincerely,

A rectangular box with a thin black border, intended for a signature.

Rachel McCallum

NSW Electoral Commissioner

231 Elizabeth Street Sydney NSW 2000 | GPO Box 832 Sydney NSW 2001
T 1300 135 736 | elections.nsw.gov.au

Costs for Local Government elections: Principles paper

A framework for transparent
and accountable costs
payable by councils

Published 12 June 2026

Draft consultation paper for feedback
by Friday, 31 July 2026

Aims of this Principles paper

This paper sets out principles to guide the work of officers of the NSW Electoral Commission where it may impact the costs of running Local Government elections.

The principles will support the Electoral Commission to:

1. improve rigour and transparency around the management of Local Government election costs
2. maintain public confidence in the integrity of the Electoral Commission through enhanced accountability for its chargeable activities
3. meet the reasonable expectations of councils around the accuracy of estimates, clarity of service agreements and timeliness of invoices
4. fairly balance the priorities of all stakeholders in the NSW system of local government, including voters, candidates and councils.

Context and background

1. The Electoral Commission is committed to running independent, fair and accessible elections and engaging with the public to make it easier for people to understand and participate in the democratic process. This includes administering and regulating NSW Local Government elections, polls and referendums.
2. The *Electoral Act 2017 (Electoral Act)* and the *Local Government Act 1993 (Local Government Act)* currently provide that a local council may enter into an arrangement with the Electoral Commissioner for the NSW Electoral Commission to administer an election. At the statewide local government elections in 2024, 125 NSW councils engaged the Electoral Commission as their election provider, one was in administration and two chose a commercial provider.¹ Councils were invoiced by the Electoral Commission only for 'direct' election costs – such as polling place staffing, ballot papers and logistics. 'Core' operational expenses attributable to running the elections in both 2021 and 2024 (as well as additional amalgamation-related costs for the split 2016/2017 ordinary elections) were met through state funding supplementation. At the 2024 Local Government elections, the Electoral Commission's invoices to councils represented about 45 per cent of the total cost of running those elections, with the remaining costs incurred being state funded. The costs of the Electoral Commission independently regulating Local Government elections is funded by the state, not councils.
3. Even with the significant state contribution towards the costs of running recent council elections, the Electoral Commission is aware there is a range of views across the sector about cost estimates and invoicing. The Electoral Commission is also conscious of its duty to run councillor and mayoral elections safely and with integrity, as it must for NSW Parliament elections. To support councils' planning and budgeting responsibilities, and to increase transparency and trust, the Electoral Commission has decided to articulate six specific principles that should guide its approach to estimating and recovering the costs of council elections: authority, transparency, efficiency, performance, equity and clarity.
4. Before finalising the principles, the Electoral Commission seeks feedback from councils to refine them, as well as practices and systems proposed in the Principles paper, for example:
 - a) clarity around the constitutional and legal basis for charging councils
 - b) open communication and transparent documentation of cost-related information
 - c) formal engagement protocols between councils and the Electoral Commission
 - d) service delivery standards, including for polling place management and vote counting

¹ The *Local Government Amendment (Elections) Bill 2025*, introduced by the Government, is currently before the NSW Parliament. If enacted, it would make the Electoral Commissioner the sole election services provider for all Local Government elections for the State's 128 councils. New arrangements would apply for the 2028 Local Government elections, requiring adjustment to this policy to reflect legal requirements.

- e) a standardised cost allocation framework including a break-down of chargeable components
- f) a system for revised cost estimates
- g) formal post-election feedback on delivery performance, costs and invoicing

This draft Principles paper is for councils and other stakeholders to review and provide feedback by Friday, 31 July 2026.

Principle 1 – Authority

The principle of Authority supports expenditure by the Electoral Commission for Local Government elections being compliant with the law and consistent with NSW Government financial and other policies applicable to the Electoral Commission as an independent integrity body.

1. Section 3.7 of the *Government Sector Finance Act 2018* provides that government officers should be guided by the values of accountability, integrity and transparency in connection with financial management. The value of accountability requires the use of government resources or related money to be efficient, effective and prudent.
2. A system of local government in NSW is recognised under Part 8 of the *Constitution Act 1902*, which provides for the NSW Parliament to establish and regulate bodies that are either duly appointed or duly elected. The electoral arrangements for councils depend on legislation, primarily the Local Government Act and the Electoral Act. The Local Government Act establishes each council as a “*body politic of the State*”² and provides that “*the elected representatives, called ‘councillors’, comprise the governing body of the council*”.³ The Local Government Act also provides for the Electoral Commissioner to administer the elections of those councillors, with costs payable by councils.
3. The Electoral Commission should invoice councils on a strict non-profit recovery basis.
4. Policy of the previous NSW Government, published in 2019, provided that costs for Local Government elections are assigned as either direct or core costs and allocated to councils or the NSW Government:⁴
 - a) Councils: Direct (or marginal) costs, which are the costs that would not be incurred if an election was not held. These include election staffing, venue hire and fit-out, ballot paper printing, council-specific advertising and voter information products.
 - b) NSW Government: Core costs, which include head office costs such as staff payroll, training, election assurance, project management, drafting of election procedures and policies, core IT system development and maintenance, and ongoing elector enrolment.
5. The NSW Government and the Electoral Commission maintained this approach for the 2024 Local Government elections, and subsequent by-elections and referendums. If this approach was not maintained as NSW Government policy, however, all the incremental costs of the Electoral Commission delivering a council election, poll and/or referendum would need to be invoiced to the council.

² Section 220 Local Government Act

³ Section 220 Local Government Act

⁴ Office of Local Government, (2019) [Circular No 19-22 Government's response to IPART's review of local government election costs](#), 27 September 2019

Principle 2 – Transparency

The principle of Transparency supports openness and allows scrutiny of decisions and process relating to election administration.

1. Information about the Electoral Commission's administration of Local Government elections should be published on its website and in the post-election report to the NSW Parliament. Local Government election administration also may be examined by Parliament's Joint Standing Committee on Electoral Matters (JSCEM). The Electoral Commission will assist the JSCEM to the best of its ability in any inquiry.
2. The Electoral Commission should maintain engagement channels with councils and their representative organisations around Local Government election planning, pricing, delivery and invoicing, including:⁵
 - a) routine communication with individual councils at key steps of election planning
 - b) consultation during the preparation of Local Government election service plans
 - c) surveys of councils to support election event planning, experience with services and to gather evidence for services improvement.
3. The success and cost-effectiveness of elections should be enhanced through opportunities for councils to collaborate with the Electoral Commission to:
 - a) identify the best options for accessible, safe and available venues for use during the elections
 - b) provide logistical and operational support wherever feasible – such as access to office furniture, traffic management resources, cleaning services and removal of recycling waste
 - c) respond promptly to information requests from the Electoral Commission to support the election
 - d) raise awareness of the requirement to vote in local communities by using local media and other communications assets produced for councils by the Electoral Commission
 - e) increase awareness of the election through councils' own communication channels.
4. The Electoral Commission should provide a preliminary cost estimate to each council 18 months before the legislated date for statewide ordinary elections and a revised estimate nine months before the elections. Councils should be notified if changes need to be made that would have an impact of more than 30 per cent additional cost to the total estimate together with an explanation of key factors contributing to the change.
5. After each Local Government election and by-election, the Electoral Commission should provide a post-election service report to each council.

Council surveys should be conducted for each council within two months of the conclusion of the election and again within two months of the issuing an invoice to a council for election services.

⁵ NSW Independent Pricing and Regulatory Tribunal (IPART) (2011) [Regulated Monopoly Service Providers and Customer View. Preferences and Willingness to Pay](#)

Principle 3 – Efficiency

The principle of Efficiency supports provision of council elections at a reasonable cost, while delivering an experience for voters and participants that is consistent with State and Federal elections to reinforce the democratic legitimacy of Local Government.

1. Costs should be calculated using clearly articulated cost drivers and allocation methods
2. The same costing framework and allocation should be applied across all NSW councils, subject to equity considerations (see Principle 5. Equity, below). Costs should be categorised into three groups:
 - a) **Direct council-specific costs** attributed to an individual council which are charged to the council in full.
 - b) **Common and shared council costs** that are incurred by the Electoral Commission to support all or multiple councils at Local Government elections and are proportionately charged to councils based on cost driver calculations, for example: number of enrolled voters, number of councillors to be elected, number of polling places, size and remoteness, number of ballot papers issued, types of contests (wards, mayoral, referendums).
 - c) **Operating costs** which are a proportionate share of the Electoral Commission's head office core costs including staff payroll, training, election security, project management, drafting of election procedures and policies, core IT system development and maintenance, and ongoing voter roll maintenance. At recent elections these costs have not been recovered from councils, but met by the Electoral Commission through state budget appropriations.

Principle 4 – Performance

The Performance principle supports services that effectively meet agreed service standards.

1. The Electoral Commission should monitor, measure and report on meeting service expectations in the delivery of the elections. Performance measures include levels of stakeholder satisfaction and confidence, stakeholder understanding of compliance obligations and irregularities in the conduct of elections.
2. The Electoral Commission should demonstrate its commitment to performance by adopting measurable service standards stakeholders in Local Government elections.⁶ The Electoral Commission's service standards should include:
 - a) an Election Services Plan for all councils six months before election day
 - b) selection and operation of venues to maximise voter participation
 - c) safe regulation of canvassing and management of queuing during voting
 - d) maximising accessible polling places for voters
 - e) mandatory training for temporary election staff before deployment
 - f) reliable roll mark-off and election material tracking systems
 - g) processing votes accurately and in accordance with legislation
 - h) timely and transparent delivery of results
 - i) handling service complaints promptly and consistent with policy
 - j) maintaining critical process integrity measures.

⁶ NSW Independent Pricing and Regulatory Tribunal (2019), [Review of Local Government election Costs Final Report](#), p. 3

Principle 5 – Equity

The principle of Equity is inherent in an electoral system that mandates near-universal, compulsory voting. There should be support for electors with a disability, those from a culturally and linguistically diverse (CALD) community and those residing in remote local government areas with a low-population density.

1. The Electoral Commission should support regional and remote councils with information on pre-election training, mobile polling and data to inform council budgeting.
2. Regional and remote council areas should be supported by information about what postal voting services and mobile polling are available.
3. Voting options for Aboriginal communities should be guided by input from local electors.
4. The Electoral Commission should take measures to encourage Aboriginal people to work in polling places across NSW and particularly in centres serving communities with high Aboriginal populations.
5. The Electoral Commission's current Disability Inclusion Action Plan, Multicultural Action Plan and Reconciliation Action Plan should apply to Local Government elections, polls and referendums.

Principle 6 – Clarity

The principle of Clarity supports cost arrangements and charges for the administration of Local Government elections that are straightforward, practical, easy to understand and collect.

1. In its communications with councils and other stakeholders, the Electoral Commission should write in plain English, using current, clear and ordinary words.
2. While some of the Electoral Commission's communications provide guidance about complex legislative provisions, it should be clear this is not legal advice and councils and other stakeholders should seek their own advice concerning their own circumstances if they need it.
3. Cost Agreements or Election Services Plans should use a consistent structure and terminology to cost estimates and invoices to support reconciliation.
4. Any cost estimate provided to council should be identified as:
 - a) Preliminary – 18 months before scheduled statewide Local Government elections
 - b) Revised – nine months before scheduled statewide Local Government elections or at any time if there is a change of more than 30 per cent to an issued estimated, whether Preliminary or Revised.
5. Invoices should include useful information about actual costs incurred and an explanation of differences between estimated and actual costs.
6. There should be Electoral Commission channels for councils to seek clarification or further information about Local Government election arrangements.

More information

Feedback on these principles is invited by Friday, 31 July 2026. All submissions will be considered in the context of finalising the principles. Individual submissions may be published on the Electoral Commission's website, and a consultation feedback report will be released, following the conclusion of the consultation period. Find out more by visiting the [Electoral Commission's Consultation hub](#).

Please contact us with any questions about this Principles paper at councilelections@elections.nsw.gov.au

Costs for local government elections

Principles paper

Council feedback form – consultation closes 31 July 2026

The NSW Electoral Commission proposes adopting six principles to guide costs arrangements for elections: authority, transparency, efficiency, performance, equity and clarity.

Return to: councilelections@elections.nsw.gov.au

Name of council

1. Are the draft principles in the Principles paper clear and easy to understand?

☐

Yes

☐

No

Please include any comments you would like to add to your response.

2. Does the Principles paper clearly explain the legal basis for recovering Local Government election costs from councils?

☐

Yes

☐

No

Please include any comments you would like to add to your response.

3. The draft Principles paper sets out the six principles to guide future arrangements and practices around election costs.

Please outline any suggested changes to each principle for the final Principles paper.

Authority

Transparency

Efficiency

Performance

Equity

Clarity

4. On a practical level, what changes could be made to the NSW Electoral Commission's provision of election cost information or cost estimates to better support your council?

5. In relation to managing costs for the 2028 Local Government elections, what and when are the key decision points for your council?

6. Are there any other measures the Electoral Commission could take to better support your council's budgeting and administrative processes for the 2028 Local Government elections?

7. What changes could be made to the NSW Electoral Commission's processes or engagement methods to better support your council's management of election costs?

8. Using a score from 0 to 5 (0 being 'not at all useful' and 5 being 'extremely useful'), please indicate your view on the following engagement channels with the Electoral Commission concerning costs and charges in the 18-month lead-up to Local Government elections, please indicate your view on each of the following as potential engagement channels for the NSW Electoral Commission to liaise with councils about election costs.

	0	1	2	3	4	5
A dedicated NSW Electoral Commission case manager	☐	☐	☐	☐	☐	☐
A cost estimate dashboard	☐	☐	☐	☐	☐	☐
Quarterly online council forums	☐	☐	☐	☐	☐	☐
A 'Costs consultation panel' with representatives from 10 councils	☐	☐	☐	☐	☐	☐
Quarterly pre-election bulletins with updated cost estimates	☐	☐	☐	☐	☐	☐

9. Is there anything else you would like to raise with the NSW Electoral Commission in relation to local government election costs?

Approved for submission by:

NAME OF GENERAL MANAGER/CEO



SIGNATURE OF GENERAL MANAGER/CEO

15/6/26

DATE

Carolyn Holmes

From: Terry Dodds
Sent: Thursday, 2 July 2026 8:47 AM
To: Carolyn Holmes
Subject: FW: NSW Electoral Commission [DLM= OFFICIAL]

OFFICIAL

Dear Terry,

Thank you for your feedback on the *Costs for Local Government elections: Principles paper*. Your submission reference number is **001LGEC – BLD**. Please use this number in any further correspondence with us about the consultation on *Costs for Local Government elections*.

The consultation period closes Friday, 31 July.

All feedback received through this consultation process, together with other relevant information, will be carefully considered in finalising the cost principles. Information about the consultation outcomes will be shared with you once this process is complete.

We anticipate the final principles will be published in October this year.

Yours sincerely,

OFFICIAL

Dear Dana

Balranald Shire Council supports the intent of the draft principles, particularly the focus on transparency, efficiency, equity and clarity.

However, the Council's main concern is **cost shifting**. Local government elections are part of the democratic system in NSW. They are not an optional service and, if the Electoral Commission becomes the sole provider, councils will have even less ability to manage or contest the final cost.

For that reason, Council **does not support any move to transfer core NSW Electoral Commission costs** onto councils. Core costs such as central staffing, systems, training, project management, election security and roll maintenance should remain a State responsibility.

For small rural and remote councils, even modest increases in election costs can have a real budget impact. These costs compete with roads, community facilities, asset maintenance and basic service delivery. A one-size-fits-all approach will not be fair unless remoteness, low population density and limited council revenue are properly recognised.

Council would like to see:

- Clear early estimates, at least 18 months out.
- A revised estimate before Council finalises its budget.
- Line-by-line explanations of what is being charged.
- **A clear split between direct costs, shared costs and core costs.**
- A comparison with the previous election.
- Written reasons for any material increase.
- Final invoices that match the same structure as the estimates.
- A dedicated contact person for each council.
- Practical input from councils on venues, local logistics and community communication; and
- Special recognition of the higher cost and lower revenue base of rural and remote councils.

Council also suggests that the proposed 30% threshold for notifying councils of cost increases is too high. For a small council, a much smaller increase can still create a budget problem.

Council should be notified of any significant change as soon as it is known, not only once it reaches 30%.

In short, the principles are supported, but they need to be backed by a **clear commitment that councils will not be used to fill a State funding gap.**

Thanks for your understanding.

Carolyn Holmes

From: Terry Dodds
Sent: Tuesday, 16 June 2026 10:14 AM
To: Carolyn Holmes
Subject: FW: Balranald workshop: Housing, Water Waste

For July Correspondance report

Subject: RE: Balranald workshop: Housing, Water Waste

Thanks Harry, and thanks to all.

We're currently reviewing the Housing Strategy. Even though the ink is barely dry, it is already proving to be out of date, particularly at the western end of the Shire.

The challenge EnergyCo has, as I understand it, is that its current remit is focused on existing or identified projects.

The challenge for Council is broader. We have a steady line of proponents seeking information and undertaking due diligence. Even if only one additional project proceeds, our current Settlement Strategy is likely to be redundant. The same issue applies to our recently completed Waste Strategy and IWCM Strategy for water.

At the moment, we have one proponent in the east and two on the western side who appear to be well advanced in their due diligence.

We also know that the investors, shareholders, and boards behind these projects are not spending significant money for no reason. They would be fully aware of the limited access to network connection points, yet at face value, they appear undeterred. That tells us there is still a real risk that one or more projects outside the current assumptions may proceed.

Ironically, and perhaps to the surprise of some, Balranald is not anti-renewables. In fact, Balranald Shire is probably one of the better places for this type of infrastructure. We have different agricultural pursuits, large distances, and a landscape that allows infrastructure to be integrated without impacting too many residents. The construction of TransGrid's EnergyConnect line straight across our Shire did not result in the Council receiving one complaint.

The risk for the State, electricity customers and especially ratepayers is that if the planning lens remains too narrow, even one successful outlier project could result in duplicated effort at best or

duplicated and then augmented infrastructure at worst. To date, there has only been fairly vague commentary about possible additional connections or future augmentation.

I sincerely hope I am wrong. However, from the Council's perspective, it appears that the urgent need to prevent an energy supply problem has, understandably, taken priority over the long-term sustainability of the communities expected to host the infrastructure. Those communities cannot become collateral damage in the process.

The analogy I keep coming back to is a surgeon removing a diagnosed melanoma, seeing another one an inch away, but leaving it there because the health fund only approved payment for the first one. Technically, that might fit the approval, but practically, it makes no sense.

At a macro level, if even one additional proponent gets a guernsey, then planning for that possibility now is likely to save electricity customers, taxpayers, and ratepayers money in the bigger picture.

From the Council's perspective, the current scope is too narrow and creates risk for everyone.

I do not think it would be too difficult to expand the current effort, particularly the intellectual assessment work, to include a reasonable 'what if' scenario as part of the next round of deliberations.

That raises a few questions for me:

1. What additional resources would be required to test those scenarios properly?
2. Are the current cumulative impact assessments broad enough?
3. What happens if an outlier proponent proceeds but has not been properly included in the housing, water, waste and settlement planning assumptions?

I am looking forward to working through these issues. I do not think the current situation is irredeemable. In fact, I am optimistic that with a slightly broader scope now, we can avoid a much bigger and more expensive problem later.

Regards

Terry

Subject: Re: Balranald workshop: Housing, Water Waste

Hi Balranald council staff,

I want to thank you all again for your time last week in discussing your enabling infrastructure opportunities. I appreciate that your resourcing as a council is limited and really valued the opportunity to connect with each of you and gain a better understanding of what matters to you and the challenges you've been facing.

As agreed, I have put together a list of council's enabling infrastructure opportunities based on our discussion - please find attached. Once you have had a chance to review, we're happy to meet again and have a discussion to drill down on the details of these initiatives a bit more and capture any more feedback that this may prompt. Tamara has separately reached out and will organise a follow-up / deep dive on the water initiatives.

Our EPA rep, Heather, has also extracted and put together the following info from the Waste study, as discussed:

LGA Specific Waste Projections

The waste projections in the attached present the following scenarios for comparison:

- *Baseline waste – reflects the status quo.*
 - *Scenario 1: Shows the projected waste from key SW REZ projects only, excluding the baseline.*
 - *Scenario 2: Shows the projected waste from all key SW REZ projects and all other renewable energy projects (high and medium probability) in the Study Area, excluding the baseline.*
 - *Scenario 3: Shows the projected waste from all key SW REZ projects, all other renewable and non-renewable projects (high and medium probability) in the Study Area, excluding the baseline.*
- All graphs display waste composition by project category source and material type.*

I also wanted to flag that the Population, Housing and Workforce study notes the following regarding workers in Balranald LGA — which may help inform some thinking around housing initiatives: *'Projects within Balranald are primarily clustered in the southern half of the LGA near the EnergyConnect transmission line. These projects are relatively isolated, and workers may gravitate towards Euston, Robinvale for eastern projects and Balranald for western projects. There is one outlying project to the north, the Atlas-Campaspe Mineral Sands project and associated modifications. The mineral sands project includes on-site worker accommodation and will operate largely self-contained.'*

Please note that the above excerpts are best viewed in the broader context of the study, which we would encourage taking time to read when possible.

I look forward to meeting with you again and diving deeper into some of these initiatives.
Kind regards,

Harry Williams Senior Project & Policy Officer, Project Coordination - Regional Infrastructure | **Energy Corporation of NSW (EnergyCo)**

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

2026/27

COUNCIL MEMBERSHIP



Supporting cleaner, more liveable and environmentally responsible communities across New South Wales.

ABOUT

Keep Australia Beautiful NSW



For more than 50 years, Keep Australia Beautiful NSW has worked alongside councils, communities, schools, businesses and government to help create cleaner, more sustainable and more liveable communities across New South Wales.

Since 1975, KAB NSW has played an important role in litter prevention, environmental education and community engagement, supporting practical local action that enhances public spaces and strengthens community pride.

Today, our role continues to evolve in response to the environmental challenges and sustainability priorities facing communities across NSW. Through education programs, sustainability awards, events, partnerships and community initiatives, KAB NSW helps connect environmental awareness with practical action and long-term behaviour change.

Our programs support councils and communities to:

- > reduce litter and waste
- > encourage environmental responsibility
- > strengthen local sustainability outcomes
- > support community participation and volunteerism
- > recognise leadership and innovation
- > foster pride in local places and public spaces

Importantly, KAB NSW provides a trusted platform for collaboration between local government, schools, businesses, community groups and volunteers, helping communities work together toward shared environmental goals.

As sustainability, resource recovery and community liveability continue to shape the future of our communities, KAB NSW remains committed to supporting practical, community-led environmental outcomes across New South Wales.

Supporting sustainable communities across NSW

KAB NSW members are part of a statewide network committed to cleaner, more sustainable and more connected communities.

Membership demonstrates your council's commitment to environmental leadership while providing access to practical programs, education initiatives, events and statewide recognition opportunities.

Together, KAB NSW members help drive positive environmental outcomes across New South Wales through education, community engagement, collaboration and long-term behaviour change.



Benefits of membership



Environmental leadership

- › Demonstrate your council's commitment to cleaner, more liveable communities
- › Support practical environmental action across NSW
- › Deliver local education and engagement initiatives aligned with council priorities
- › Encourage environmental responsibility and community pride
- › Join a statewide network working toward stronger environmental outcomes



Profile and information

- › Showcase local environmental projects and sustainability achievements through KAB NSW networks and initiatives
- › Stay informed on environmental initiatives, sustainability trends and community programs across NSW through KAB NSW communications and member updates
- › Display your council logo on the KAB NSW membership page
- › Access KAB NSW member branding assets and approved logos for use across council communications and promotional materials



Collaboration and knowledge sharing

- › Join a trusted statewide network connecting councils, schools, community organisations and environmental leaders
- › Participate in collaborative initiatives that support practical local environmental outcomes
- › Share experiences and learn from successful sustainability projects across metropolitan, regional and rural NSW
- › Strengthen local participation and volunteer engagement through recognised environmental programs and events
- › Help support more connected, sustainable and environmentally responsible communities across New South Wales



Education and community engagement

- › Access discounted EnviroMentors® education services and tailored sustainability programs
- › Deliver engaging, curriculum-aligned environmental education programs within schools, Early Learning Centres, OOSH services and libraries.
- › Work with experienced educators to support local waste, recycling, litter and sustainability objectives
- › Access content and activities tailored to your community's environmental priorities and council strategies
- › Receive complete program coordination, teacher communication, reporting and educational support through the EnviroMentors® program
- › Help foster environmental awareness and sustainability leadership within your local community



Recognition, events and networking

- › Participate in statewide programs that celebrate and showcase environmental leadership and innovation
- › Receive member discounts for:
 - › Tidy Towns Sustainability Awards
 - › Sustainable Cities Awards
 - › KAB NSW Annual Conference
- › Connect with councils, educators, community leaders and sustainability practitioners from across NSW
- › Share ideas, projects and successful initiatives through KAB NSW events and networks
- › Access opportunities to strengthen partnerships and collaboration across the environmental sector
- › Celebrate and promote the achievements of your community through recognised statewide sustainability programs

Programs and initiatives

KAB NSW delivers practical environmental programs and community initiatives that support councils, schools and local communities to take positive action across litter prevention, waste reduction, sustainability education and environmental stewardship.

Through education, recognition programs, events and partnerships, these initiatives encourage participation, celebrate leadership and support practical local environmental action.



TIDY TOWNS
SUSTAINABILITY AWARDS

Tidy Towns Sustainability Awards

Celebrating leadership in regional sustainability

Since 1981, the Tidy Towns Sustainability Awards have recognised and celebrated the outstanding environmental achievements of rural and regional communities across NSW.

The program brings together councils, schools, businesses, community groups and volunteers working to improve environmental outcomes, strengthen community participation and enhance local liveability.

Tidy Towns recognises initiatives across areas such as:

- > environmental sustainability
- > litter prevention and waste management
- > community wellbeing
- > heritage and cultural initiatives
- > environmental education
- > biodiversity and conservation
- > community action and leadership

More than a traditional awards program, Tidy Towns creates opportunities for collaboration, shared learning and community pride while showcasing innovative projects that can inspire other communities across the state.

The 2026 Tidy Towns Awards Weekend will be hosted by the 2025 Overall Winner, Orange, from 16–18 October 2026.



SUSTAINABLE CITIES
AWARDS

Sustainable Cities Awards

Recognising innovation in urban sustainability

Since 1994, the Sustainable Cities Awards have celebrated councils, organisations, schools and community groups delivering innovative environmental initiatives across greater Sydney.

The awards recognise projects and programs that contribute to:

- > litter reduction
- > waste minimisation
- > recycling and resource recovery
- > environmental education
- > sustainability and liveability outcomes
- > community engagement and beautification

The program provides a valuable platform for sharing best practice, recognising leadership and encouraging long-term sustainability action across metropolitan communities.

The 2026 Sustainable Cities Awards will be hosted by the 2025 winner, Hornsby, on 12 November 2026.





EnviroMentors®

Inspiring the next generation of environmental leaders

Since 1994, EnviroMentors has delivered engaging, curriculum-aligned sustainability education programs to schools and community organisations across NSW.

The program provides interactive workshops and activities covering key environmental topics including:

- > litter prevention
- > waste and recycling
- > resource conservation
- > sustainable living
- > environmental responsibility

Programs are tailored for:

- > Early Learning Centres
- > Primary Schools
- > High Schools
- > OOSH services
- > Libraries and community settings

Delivered by experienced educators in partnership with local councils, EnviroMentors helps students build practical knowledge and lifelong environmental awareness while supporting council sustainability objectives and community education goals.

2025 Program Impact

- > 37,000+ students engaged
- > 260 schools participated
- > 25 NSW LGAs supported
- > 351 teaching days delivered

Since 1994, EnviroMentors has inspired generations of young people across NSW to care for their local environment and become active participants in building more sustainable communities.



KAB NSW ANNUAL CONFERENCE



KAB NSW Annual Conference

Connecting ideas, leadership and practical action

The KAB NSW Annual Conference brings together local government representatives, industry leaders, environmental professionals, educators and community organisations to explore emerging environmental challenges and practical sustainability solutions.

Focused on collaboration and practical knowledge sharing, the conference provides delegates with opportunities to:

- > hear from leading experts and practitioners
- > explore new approaches and technologies
- > share local success stories and case studies
- > strengthen partnerships and networks
- > gain practical insights to support local environmental initiatives

The conference continues to play an important role in fostering collaboration and supporting councils and communities to respond to evolving environmental and sustainability priorities.



Membership fees

Membership fees are based on council population categories:

Council Category	Population	Annual Fee
Small Councils	< 10,000	\$825 + GST
Medium Councils	10,000–100,000	\$1,120 + GST
Large Councils	Over 100,000	\$1,298 + GST

Our events and offerings are subject to change.

Terms and conditions available at: [KAB NSW Membership Terms & Conditions](#)

Join the KAB NSW network

Join councils across New South Wales working together to create cleaner, more liveable and environmentally responsible communities.

To learn more about council membership opportunities, please contact:

Deborah Kelly

e: dkelly@kabnsw.org.au

t: 0402 111 252

Suite 29, Level 1, 93 George Street
Parramatta NSW 2150



Carolyn Holmes

From: Terry Dodds
Sent: Friday, 19 June 2026 8:46 AM
To: Carolyn Holmes
Subject: FW: Invitation to Join Keep Australia Beautiful NSW – Council Membership 2026/27
Attachments: KABNSW_2026_CouncilMembership.pdf; BalranaldINV-304794.pdf

For correspondence please

Subject: Invitation to Join Keep Australia Beautiful NSW – Council Membership 2026/27

Dear Terry and the **Balranald** Team,

Keep Australia Beautiful NSW (KAB NSW) invites **Balranald Shire Council** to become a member for the 2026/27 financial year and join a growing network of councils committed to environmental sustainability, community engagement and creating cleaner, greener communities across New South Wales.

For more than 50 years, KAB NSW has worked alongside local government, schools, community groups and businesses to deliver practical environmental programs, education initiatives and community recognition programs that inspire positive change and celebrate local achievements.

As a KAB NSW member, **Balranald Shire Council** would be entitled to a range of benefits, including:

- Discounted EnviroMentors education programs delivered to primary and secondary schools, early learning centres, libraries and OOSH services.
- Reduced member rates for KAB NSW events, including:
 - Tidy Towns Weekend, hosted by 2025 winners Orange City Council, 16–18 October 2026. Learn more about the Tidy Towns Awards: <https://www.kabnsw.org.au/awards/tidytowns2026/>
 - Sustainable Cities Awards and Seminar, hosted by 2025 winners Hornsby Shire Council on Thursday 12 November 2026. Learn more about the Sustainable Cities Awards: <https://www.kabnsw.org.au/awards/sustainable-cities/>
- Discounted registration for the KAB NSW Annual Conference (September 2026 – date to be confirmed, Regents Park, Sydney).
- Recognition of Council membership through inclusion of your logo on the KAB NSW website.
- Use of the official 2026/27 KAB NSW Member Logo for email signatures, publications and communications, demonstrating your Council's commitment to environmental sustainability.

For further information, please refer to the attached Membership Brochure, which outlines the membership benefits and opportunities available to councils. A tax invoice for the 2026/27 financial year is also enclosed should your council wish to join KAB NSW as a member. Should you have any questions or require additional information, please feel free to contact me directly on 0402 111 252.

We look forward to welcoming **Balranald Shire Council** as a member of Keep Australia Beautiful NSW.

With warm regards,

Deborah

Carolyn Holmes

From: Terry Dodds
Sent: Thursday, 18 June 2026 1:52 PM
To: Carolyn Holmes; Hodi Beauliv; Cathy Brady-Overington
Subject: FW: Question and comment: Information on the CEBP

For Correspondance July

From: Terry Dodds
Sent: Thursday, 18 June 2026 1:51 PM

Subject: Question and comment: Information on the CEBP

Dear Yvette

Thank you for your email and for the update on the South West Community and Employment Benefit Program.

I'm confused as to whether the 'community consultation' is linked to the *\$60 M announcement*, or the *Fees for Access* scheme? I assume they're completely separate?

The initial \$60 million announcement has certainly been warmly welcomed, and we appreciate the NSW Government's intention to bring some benefits forward for communities that are hosting, **or being impacted by, renewable energy development.**

I also acknowledge that Balranald Shire is in a slightly different position to some other councils, as we have not yet had any renewable energy projects approved within our Shire. Yet we're still fielding multiple enquiries from potential proponents.

As I understand it, this means Balranald is currently not directly eligible for funding under the *Fees for Access* scheme program, notwithstanding our connection to the broader South West REZ and the potential cumulative impacts on our roads, services, and communities.

Therefore, I have my fingers crossed that, unlike some previous compensation and adjustment programs (water buy-backs), which left many in our community feeling badly let down, the distribution of the \$60 M leaves people in Balranald feeling that there has been a genuine and lasting benefit.

One matter I would respectfully raise is the proposed community consultation process.

Councils have already undertaken extensive community consultation through the Integrated Planning and Reporting framework under the Local Government Act. Our Community Strategic Plans, Delivery Programs and Operational Plans are built around that process, and they reflect what our communities have already told us they need and value.

If it's related to the former (the \$60 M), from a council perspective, there is a real concern that another round of consultation may create consultation fatigue and may also raise expectations that cannot realistically be met.

As you would appreciate, communities will always have ideas and aspirations, and often they quite reasonably ask for the '*bright shiny things*'. The difficulty for small rural and remote councils is that our rate bases are simply not large enough to maintain, renew and depreciate many of those assets over the long term. I am only commenting on behalf of Balranald Shire Council, but I know others raised this issue at the last meeting in Hay.

I appreciate that the Regulation (Fee for Access) allows for a broad range of community and employment benefits, including community infrastructure, health, housing, recreation, tourism, education, environmental programs, and First Nations outcomes.

If the criteria for the expenditure of the \$60 M mimics the Regulation, my concern is not with the breadth of eligible benefits, but with ensuring that any funded projects are grounded in existing community-endorsed plans and properly tested against long-term maintenance, renewal, and depreciation impacts.

For that reason, as articulated at a couple of face-to-face meetings, I am advocating on behalf of Balranald Shire Council that EnergyCo place significant weight on the priorities already identified through councils' IP&R processes, and gaps in our asset renewal plans, which consequently will support capital delivery in augmenting infrastructure capacity.

That would help ensure the funding is aligned with existing community-endorsed plans, is practical to deliver, and does not leave councils or communities with assets they cannot afford to maintain into the future.

Renewal and depreciation obligations already weigh heavily on small councils; it's my view that this program must deliver genuine legacy benefits without creating another long-term financial burden.

The best outcomes will be those that provide genuine, lasting benefit without raising community expectations in a way that later forces councils to become 'the bad guy' when the answer must be 'no'.

I would be very happy to discuss this further when we next catch up.

Warm regards

Terry

"If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea." Antoine de Saint Exupery 1900-1944



Terry Dodds PSM

Chief Executive Officer

tdodds@bairnald.nsw.gov.au

Phone: 03 5020 1300

Mobile: 0407 896 518

70 Market Street Bairnald NSW 2715

www.bairnald.nsw.gov.au | www.visitbairnald.com.au



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.

Disclaimer: Please consider the environment before printing this email. This email is intended only for the use of the individual entity named above and may contain information that is confidential and privileged. If you are not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this email is strictly prohibited. If you have received this email in error, please notify us immediately by return email and destroy the original message. Confidentiality and legal privileges are not waived by reason of mistaken delivery to you.

From: Yvette Lloyd

Sent: Wednesday, 17 June 2026 5:33 PM

Subject: Information on the CEBP

Dear South West REZ General Managers

I am pleased to hear the announcement of the initial \$60 million in funding for the South West Community and Employment Benefit Program (CEBP) was well received.

I understand some members of council would like more information on the program and what happens next.

About the program

The CEBP is funded from access fees paid by projects that hold access rights to connect to the South West REZ network. The NSW Government is forward funding this program so that benefits can begin flowing to the region before access fees become payable. The first portion of this funding is the \$60 million recently announced.

CEBP will invest in priorities that matter to local communities, with a focus on creating lasting benefits that support long-term regional prosperity alongside renewable energy development. The Electricity Infrastructure Investment Act Regulation 2021 allows for a range of benefits to be funded for community and employment purposes (sections 56 and 57 include a list <https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0102#sec.56>).

Decisions about how the \$60 million will be allocated in the South West have not yet been made. The next step is for EnergyCo to lead consultation with communities and stakeholders across the South West REZ to inform program design.

What to expect

EnergyCo will draw on existing information from the South West REZ as a starting point for identifying initial priorities, which will then be further developed through community consultation. We are aware of consultation fatigue in the South West and will work hard to minimise the burden on communities and councils wherever possible.

The Minister will announce funding allocations following the outcomes of this consultation process.

EnergyCo has published a CEBP Policy Paper which provides a useful overview of the program. I have included the link below for your reference.

<https://www.energyco.nsw.gov.au/sites/default/files/2025-06/community-employment-benefit-program-for-rez-policy-paper.pdf>

I look forward to catching up with you soon.

Kind regards

Yvette

Yvette Lloyd *(she/her)*

Director Community Benefits

Community and Land Outcomes
Energy Corporation of NSW (EnergyCo NSW)

www.energyco.nsw.gov.au



EnergyCo

The Energy Corporation of NSW (EnergyCo) is part of the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

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



MEDIA RELEASE

Mayor calls for an end to built-in discrimination against small councils in water-impact grants

Balranald Shire Council Mayor, Cr Louie Zaffina, has called on the Australian and NSW Governments to urgently reform the way grant funding is allocated to communities affected by water buybacks, saying current competitive processes are structurally stacked against small rural and remote councils.

Mayor Zaffina said Balranald Shire's recent experience has highlighted a deeper and unacceptable flaw in government funding design.

"Our Council's analysis shows Balranald Shire has received just \$731,331 under the Sustainable Communities Program, despite substantial water buybacks occurring in our area," Cr Zaffina said. "If a community is bearing the direct consequences of water recovery, it should not have to win a contest against better-resourced councils just to be treated fairly."

Cr Zaffina said the issue was not simply about one program or one decision.

"The problem is structural. Large councils often have dedicated grants staff, strategy units and forward-planning teams. Small councils do not. In remote Australia, the same small executive and management teams that are trying to keep roads open, services operating, compliance up to date and communities supported are also being asked to prepare complex, competitive grant applications at speed," he said.

"That is not a level playing field. It is a built-in disadvantage."

Cr Zaffina said standard benefit-cost-ratio methodologies can compound the problem by favouring projects with larger populations and more easily monetised benefits, while undervaluing the genuine needs of smaller and more disadvantaged communities.

"A small community can be hit hard by government policy and still lose on paper because its population is smaller, and its benefits are harder to monetise. That is not equity. That is a system that mistakes size for merit," he said.

Mayor Zaffina said funding programs designed to address the impacts of water recovery should place much greater weight on actual exposure, vulnerability, infrastructure burden, workforce constraints and community adjustment needs.

"We are not asking for favours. We are asking for a fair model," he said. "if an application meets the criteria, but requires requisitions, there needs to be a better attempt to get that information and allow for human error before the delete button is hit".

"When governments create the impact, governments should not force the smallest communities into bureaucratic cage fights for compensation."

Cr Zaffina said Balranald Shire Council is calling for a transparent explanation of how water-buyback impacts are weighted in current assessments, a needs-based funding stream for the councils most directly affected by water recovery, simpler application pathways and bid-development support for small remote councils, and assessment models that give proper weight to equity, resilience and disadvantage rather than relying too heavily on narrow Benefit Cost Ratio outcomes.

“Small communities should not be punished because they are small,” Cr Zaffina said.

“If anything, public policy should lean toward those communities, not away from them.”

Media Contact
Terry Dodds PSM
CHIEF EXECUTIVE OFFICER

-ends-

Carolyn Holmes

From: Terry Dodds
Sent: Monday, 6 July 2026 1:23 PM
To: Carolyn Holmes
Subject: FW: Confirmation of Balranald Shire Council's 2026 RMEA submission

Corro...including the two docs embedded plz

From: Statewide Mutual <mail@statewidemutual.com.au>
Sent: Wednesday, 1 July 2026 5:12 PM
To: Terry Dodds <tdodds@balranald.nsw.gov.au>
Subject: Confirmation of Balranald Shire Council's 2026 RMEA submission

Some people who received this message don't often get email from mail@statewidemutual.com.au. [Learn why this is important](#)

Dear Terry, Thank you for entering Balranald Shire Council into the 2026 Risk Management Excellence Awards. Winners will be announced at the Statewide Mutual Annual Conference in August. A copy of your submission can be found below and please feel free to contact your Regional Risk Manager should you have any questions.

Council Name

Balranald Shire Council

Name

Terry Dodds PSM

Position

CEO

Email

tdodds@balranald.nsw.gov.au

Phone

04000 263 932

Would you like to add a second contact to your submission?

yes

Contact 2 - Name

Hodi Beauliv

Contact 2 - Position

Executive Manager Community and Governance

Contact 2 - Email

hbeauliv@balranald.nsw.gov.au

Contact 2 - Phone

0408337439

Which project category are you submitting for?

Project Title

Unlocking the Shackles

Executive Summary

Balranald Shire Council had operated under Performance Improvement Orders since 2017, with more than 50 areas requiring attention. On 12 May 2026, the Minister for Local Government, the Hon. Ron Hoenig MP, lifted all PIOs.

Council achieved this by turning externally identified governance risk into a practical, integrated risk-management operating model, including a Business Continuity Plan, Project Management, Risk, Change Management and Accountability Frameworks, a reviewed Local Emergency Management Plan, and links between Position Purpose Statements and Monthly Operational Reports.

The result is clearer risk ownership, stronger oversight, improved controls and greater confidence in service, compliance, staff satisfaction, and community resilience.

Risk? - Explain how Council identified the risk and detail its impacts.

Council identified a material enterprise risk through Performance Improvement Orders, ARIC oversight, internal review and day-to-day operating pressure: governance, continuity, project and accountability controls were not sufficiently integrated for a small remote council carrying large service obligations.

Balranald Shire covers about 22,000 square kilometres with limited staffing, high community reliance on Council services and significant exposure across roads, water, sewer, aged care, grants, emergency management and major projects. The risk was both current and emerging.

Current impacts included unclear ownership, inconsistent reporting, reliance on corporate memory, vulnerability during absences, and increased audit, funding and reputational risk. Emerging impacts included larger renewable-energy, infrastructure, housing and service-continuity pressures arriving faster than the organisation's legacy systems could safely absorb.

Treatment? - Explain the risk mitigations and the actions which lead to their development.

Council treated the risk by building one integrated management system rather than separate compliance documents. The Business Continuity Plan identified critical services, dependencies and recovery priorities. The Risk Management Framework clarified risk ownership, assessment, treatment, escalation and reporting. The Project Management Framework introduced clearer initiation, planning, delivery, variation, reporting and close-out controls. The Change Management Framework provided a disciplined method for organisational reform. The Local Emergency Management Plan review strengthened preparedness and alignment with emergency partners. The Accountability Framework then connected these reforms to Position Purpose Statements and the Monthly Operational Report, so responsibility, progress and evidence could be tested monthly.

The approach was developed through executive review, councillor and ARIC visibility, staff engagement, and practical lessons from operating a thinly resourced rural council under external scrutiny.

Measure of Success? - Provide evidence of the projects success.

The clearest success measure is external validation: all Performance Improvement Orders applying to Balranald Shire Council were lifted in May 2026.

Council also moved from fragmented controls to a repeatable system of plans, frameworks, accountabilities and monthly reporting.

Success can be evidenced through the completed Business Continuity Plan, Project Management Framework, Risk Management Framework, Change Management Framework, Local Emergency Management Plan review, Accountability Framework, revised Position Purpose Statements and Monthly Operational Report.

These documents create an audit trail showing risk identification, ownership, treatment and reporting. The initiative also redistributed attention from reactive problem-solving to planned control: executives, managers, councillors and ARIC now have a clearer line of sight over critical services, project risk, organisational change and outstanding actions.

Supporting Letter

- [Balranald-RMEA-Supporting-Letter.pdf](#)

Supporting Documentation

- [Minister-for-Local-Government-PIOs-lifted.pdf](#)

Terms & Conditions

- I agree to the Terms & Conditions of entry

BALRANALD SHIRE COUNCIL

1 July 2026

Statewide Mutual Risk Management Excellence Awards Judging Panel
Statewide Mutual



Dear Judging Panel,

RE: Supporting letter - Balranald Shire Council nomination for the 2026 Risk Management Excellence Awards

Balranald Shire Council is pleased to submit this nomination in the Strategic / Enterprise Risk category for the initiative "From Compliance Risk to Managed Resilience: Balranald Shire Council's Integrated Accountability and Risk Framework".

This submission is not based on a single document or isolated project. It is based on a deliberate organisational reform program that has strengthened the way Council identifies, owns, treats, reports and monitors risk. The work was undertaken in the context of Performance Improvement Orders, limited rural-council resources, significant service obligations and the practical reality that Balranald Shire Council must maintain essential services across a very large and remote local government area.

Council's reform program has included completion and implementation of a new Business Continuity Plan, Project Management Framework, Risk Management Framework, Change Management Framework, review of the Local Emergency Management Plan, and the design and implementation of an Accountability Framework linked to Position Purpose Statements and the Monthly Operational Report.

The strongest evidence of progress is that all Performance Improvement Orders applying to Balranald Shire Council were lifted in May 2026. More importantly, Council has used that compliance outcome as a platform for a more sustainable operating model. Risk is now being linked more directly to service continuity, project governance, organisational change, role clarity, monthly performance reporting and executive and ARIC oversight.

This initiative is particularly relevant to Statewide Mutual's purpose because it demonstrates how a small rural council can move risk management from policy into daily management practice. The model is practical, transferable and proportionate. It does not rely on a large corporate risk team. It relies on clear frameworks, plain accountabilities, disciplined reporting and an auditable line of sight from risk to action.

Council respectfully commends this nomination to the judging panel and would welcome the opportunity to share the approach with other NSW councils seeking a practical pathway from compliance recovery to managed resilience.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Terry Dodds', is written over a light blue horizontal line.

Terry Dodds PSM

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: A980358

His Worship the Mayor
Cr Louie Zaffina
Balranald Shire Council
PO Box 120
BALRANALD NSW 2715

Mr Terry Dodds PSM
General Manager
Balranald Shire Council
PO Box 120
BALRANALD NSW 2715

via email: lzaffina@balranald.nsw.gov.au

tdodds@balranald.nsw.gov.au

Dear Cr Zaffina and Mr Dodds,

I am writing regarding the Performance Improvement Order (PIO) issued to Balranald Shire Council (Council) under section 438A of the *Local Government Act 1993* (the Act) on 19 September 2024. It is noted Council also had actions that remained outstanding from the previously issued PIO in 2017.

As you are aware, the PIO was issued in September 2024 due to concerns about Council's financial sustainability, governance, and decision-making. It is encouraging that, following submission of Council's fourth and final compliance report on 18 September 2025 and the update on 22 January 2026, Council has successfully complied with the required actions outlined in both PIOs.

I express my sincere appreciation to not only yourselves, but also Council's Executive team and councillors for their leadership and commitment throughout this process. I acknowledge and thank Mr Peter Bascomb for his service as Interim General Manager during the PIO period. Council's dedication to meeting the requirements of the PIO is commendable, as it has been essential to achieving compliance and strengthening governance.

Given the significant progress Council has made during the PIO period, I do not believe there is a reason for the PIO to be extended or varied. As such, under section 438E of the Act, I am satisfied that Council is compliant with the conditions of the PIO, and the PIO can be closed. The Office of Local Government (OLG) will continue to monitor Council's progress and trust that the current trajectory of Council will be sustained.

Should you have any questions or wish to discuss this matter, you are welcome to contact Mr Brad Wade, Director, Investigations and Interventions, at OLG on 02 4428 4100 or via olg@olg.nsw.gov.au.

Yours sincerely,



12 MAY 2026

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

Carolyn Holmes

From: Terry Dodds
Sent: Monday, 15 June 2026 4:11 PM
To: Carolyn Holmes
Subject: FW: Basin Plan Review Submission – Acknowledgement of receipt by Water Act Review [SEC=OFFICIAL]

For July Business Paper – Correspondence section.

From: Water Act Review <WaterActReview@dcceew.gov.au>
Sent: Thursday, 11 June 2026 12:09 PM
Subject: Basin Plan Review Submission – Acknowledgement of receipt by Water Act Review [SEC=OFFICIAL]

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

OFFICIAL

Water Act Review

Good afternoon

The Water Act Review secretariat has received your Basin Plan Review submission from the MDBA.

To reduce the burden on stakeholders submitting to multiple processes, those who made submissions to the Basin Plan Review were invited to consent to their submission being shared with the Water Act Review.

As you agreed to share your submission, we have now received it.

We appreciate the time and effort you took to share your views. Your submission will be taken into consideration as part of the current review of the *Water Act 2007*.

When consultation for the Water Act Review opens, you are welcome to make an additional submission. However, there is no need to do so if you have nothing to add to the submission we have already received.

The consultation timeline for the Water Act Review has recently been updated, as outlined here:



Further information, including updates to consultations, the Terms of Reference and other details, are available on our website [here](#).

Thank you for your valuable contribution.

The Water Act Review Secretariat

Water Policy Division | Water Markets and Regulatory Policy | Water Act Review
Department of Climate Change, Energy, the Environment and Water
DCCEEW.gov.au ABN 63 573 932 849



We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past and present.

OFFICIAL

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MEDIA RELEASE

For immediate release | 9 July 2026

SunRice job cutbacks show real cost of water buybacks: RAMJO

The Riverina and Murray Joint Organisation has expressed deep concern at SunRice's announcement that it is consulting with workers about voluntary redundancies and workforce changes across its Riverina milling and packaging operations.

RAMJO Chair Cr Ruth McRae OAM said that while SunRice was responding to reduced rice supply and drier conditions, the announcement was a clear warning about the human and economic consequences of continued water recovery from food-producing communities which has reduced water availability and artificially pushed up water prices.

"SunRice is a cornerstone employer for Leeton, Deniliquin and the wider Riverina. We understand the company is responding to commercial realities, but those realities are being driven by a policy environment that continues to remove productive water from our communities," Cr McRae said.

"Water buybacks do not just affect irrigators. They flow through to mills, transport operators, contractors, local businesses, families and regional jobs."

Cr McRae said RAMJO supports healthy rivers and practical environmental outcomes, but the Australian Government's continued reliance on buybacks was damaging confidence in southern Basin communities and taking away jobs.

"The Federal Government must stop treating water recovery as a target to be chased regardless of local consequences. Food production, manufacturing jobs and regional communities must be part of the Basin Plan equation," Cr McRae said.

RAMJO Water Sub-Committee Chair Jackie Kruger said the SunRice announcement reinforced the concerns raised in RAMJO's submission to the Murray-Darling Basin Authority's 2026 Basin Plan Review, and the findings of the REMPLAN case study commissioned by RAMJO into the rice industry at Leeton and Deniliquin.

"The REMPLAN case study shows why the rice industry matters well beyond the farm gate. When rice production falls, the impacts are felt across processing, freight, farm services, retail and local community life," Ms Kruger said.

"This announcement is a sobering example of what RAMJO has been warning about. Further water recovery by buybacks, rules changes or reliability reductions will place even more pressure on productive industries and regional towns."

Ms Kruger said RAMJO was calling for a shift away from blunt buybacks and towards practical, place-based environmental projects delivered with local government, irrigation companies, landholders, growers and communities.

"The Basin Plan must achieve environmental outcomes without stripping productive capacity from communities that help feed the nation."

"It is imperative that the government starts to take a more intelligent, considered and strategic approach to achieving balance across the Basin," Ms Kruger said.

~ ENDS ~

Media contacts

Brett Stonestreet	Jackie Kruger
Executive Officer Riverina and Murray Joint Organisation P: 02 6023 8790 or 0408 498 534 E: brett.stonestreet@ramjo.nsw.gov.au	Chair RAMJO Water Subcommittee P: 0417 256 092 E: jackiek@leeton.nsw.gov.au



MEDIA RELEASE

Mayor's Update – Heavy Haulage and Traffic Islands

I know many of you are concerned by recent rumours that Balranald's traffic islands, bollards, and other road features might be removed or altered to let giant wind-farm trucks through town. Let me be clear: those traffic islands exist to protect pedestrians and manage traffic flow in our CBD, and no official plan to remove them is before Council. We have not received any formal advice from Transport for NSW (TfNSW) or any developer about ripping out safety infrastructure. In fact, Council fully expects that any changes would only proceed after rigorous safety assessments and community consultation.

At the same time, our region is indeed at the forefront of the State's renewable energy push, and that means oversized trucks will be using the Sturt Highway and nearby roads. As our own recent submission on the Yanco Delta Wind Farm noted, these projects will require 'significant heavy and OSOM (oversize/overmass) vehicle movements' on both state and local roads.

We understand that hearing about these convoys can be unsettling. People in regional communities are right to wonder how roads designed decades ago will handle blades, towers and transformers dozens of metres long. (One council report even warned that people 'are worried about safety, and rightly so,' when they see more and more large trucks on roads built for lighter traffic.)

Rest assured, Council shares your safety concerns and is acting now, not waiting for something to happen.

Here's what we're doing:

Seeking clarity from Transport for NSW. We have formally engaged with TfNSW and will be intricately involved with any planning or permits related to heavy haulage routes through Balranald. We will not rely on hearsay; we want written, confirmed information from the agency responsible for issuing heavy vehicle permits. Once we have that, we will publish the details and explain any proposed works or changes. At this stage, however, although designs have commenced, there is no surety of the routes.

Strict timing and conditions. We've demanded enforceable conditions on any heavy convoy. For example, Council's position is that OSOM moves must not occur during school drop-off/pick-up times or busy shopping hours. Convoys should be staggered between projects, so they don't all hit town at once. We will remind the State and developers of these conditions if moves are approved.

Regional advocacy for safer roads. Balranald is part of the Sturt Highway Taskforce of eight councils (Wagga Wagga, Narrandera, Leeton, Murrumbidgee, Hay, Murray River, Wentworth and Balranald) united to demand safety upgrades on this freight route. Together, we have been loudly reminding NSW and Federal governments that billions of dollars are being spent on renewable energy, but our highway is carrying the load without matching investment. Even Transport for NSW admits it is working with the Sturt Highway Taskforce and local councils to review crash data and identify priority safety improvements. We're using that forum to push for overtaking lanes, rest areas, laybys, and other upgrades so heavy vehicles can operate more safely, and to ensure our town's intersections are not overlooked.

On-the-ground actions. Council staff are attending every meeting with TfNSW officials, the Energy Corporation's project teams, and regional representatives. We've raised Balranald's specific concerns in the NSW Parliamentary inquiry into renewable zones and in dozens of planning submissions. At every step, we emphasise that our community's safety and way of life come first.

I understand why you're anxious. Many of you have seen photos or heard stories of mammoth turbine parts on our highways and wondered 'what about Balranald?' We feel that concern too. Our streets have children, seniors, shoppers and local businesses, and we will do our utmost to protect them. That's why I personally have brought this up directly with the Minister's office and our local MP, and why Council held up that wind farm modification until haulage concerns were fully addressed.

As soon as any official proposal comes in, Council will:

- Review all engineering and traffic reports.
- Seek external peer review if needed.
- Require a public exhibition of the plans.
- Hold community information sessions and take your feedback.

Remember, though, as the Sturt Highway is a state-controlled road, that although council has influence but isn't the final decision maker.

In the meantime, please do not panic. Avoid sharing unverified social media claims. Instead, direct your questions to Council. We are committed to providing factual, timely updates on this issue via our website and newsletter. Your patience is appreciated while we sort out the facts. Balranald has a long history of looking out for itself, and this situation will be no different. We're on the case, and we will keep standing up for road safety in our community.

Cr Louie Zaffina

MAYOR

-ends-