



ATTACHMENTS

**Ordinary Council Meeting
Under Separate Cover**

Tuesday, 15 September 2026

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11.5 Monthly Operational Report

Attachment 1 Monthly Operational Report - August..... 4



Balranald Shire Council

MONTHLY OPERATIONAL REPORT

31 August 2026



WHY AN ACCOUNTABILITIES FRAMEWORK

Why this matters. Council is far more complex than most people realise. With so many statutory duties, services, projects and risks, the challenge is to eliminate grey areas, gaps and unnecessary overlaps; the left hand needs to know what the right hand is doing. Integrated Planning & Reporting gives us strategic direction, while the Monthly Operational Report provides the management details: **what Council is responsible for, who owns it and whether it is being delivered.**

The principle is simple: “If you measure it, you can manage it. If you manage it, you can improve it. And when you improve it, you can celebrate it.”

COUNCIL ACCOUNTABILITIES: 78 SUB-PROGRAMS

1. Strategic Direction and Planning	27. Media, Branding, Marketing and Communications	53. Land Use Data Management and Mapping
2. Corporate Relations and Intergovernmental Affairs	28. Social Media and Website	54. Land Use Reporting
3. Corporate Planning and Reporting	29. Customer Services	55. Heritage
4. Workforce Planning	30. Sport and Recreation – Passive and Active	56. Regulating Premises
5. Workforce Culture	31. Aquatic Services	57. Assessment
6. Workforce Performance	32. Open Space Amenities	58. Built Form Compliance
7. Business Intelligence	33. Feral Pest Management	59. Environmental Regulation
8. Corporate Communications	34. Tree Management	60. Public Health
9. Legal Services	35. Street and Public Domain Lighting	61. Noxious Plants
10. Procurement and Tendering	36. Place and Public Domain Management	62. Roads and Footpath Enforcement
11. Internal Audit	37. Information and Knowledge Management	63. Illegal Dumping
12. Business Continuity and Risk	38. Underground Petroleum Storage Systems	64. Domestic Animal Management
13. Disaster and Emergency Management	39. Information Technology and Communications	65. Transport – Roads, Bridges and Aerodrome
14. Work Health and Safety	40. Land and Mapping Information	66. Water Supply, Treatment and Distribution
15. Community Services	41. Business Systems and Technology Solutions	67. Sewerage
16. Tourism	42. Financial Planning and Management	68. Waste Management and Recycling
17. Arts and Culture	43. Human Resources Management	69. Stormwater
18. Libraries	44. Workers' Compensation	70. Natural Waterways
19. Community Grants	45. Project Management Office	71. Property Investment and Divestment
20. Sponsorship	46. Depot, Stores, Fleet, Plant and Equipment	72. Private Works
21. Economic Development	47. Asset Management	73. Cemeteries
22. Road Safety and Traffic Committee	48. Business Support	74. Quarries
23. Community and Corporate Buildings	49. Civic Functions	75. Cycleways, Paths and Footpaths
24. Community Building Hire	50. Governance	76. Crown Land – including Native Title
25. Community Events	51. Land Use Planning	77. Caravan Parks
26. Community Engagement	52. Urban Design	78. Commercial Leases

ACCOUNTABILITY MODEL

S - Strategy - Where are we going?	B - Business Owner - Who owns it?	P - Project - Who changes or delivers it?	O - Operations / Service - Who does it?
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The 78 sub-programs translate into more than 1,200 individual accountabilities. This framework makes those responsibilities visible, removes gaps and duplication, focuses resources on risk and Council priorities, and helps us work better together.

Terry Dodds PSM Chief Executive Officer



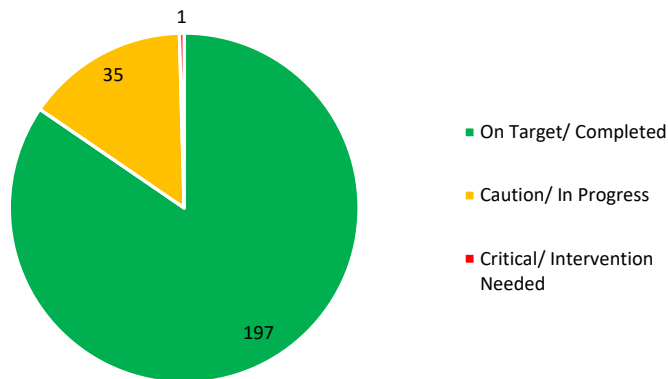
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WHOLE OF COUNCIL

Key Performance Indicators

Overall Performance Delivery Program



Council is making good progress across the 4-year delivery plan.

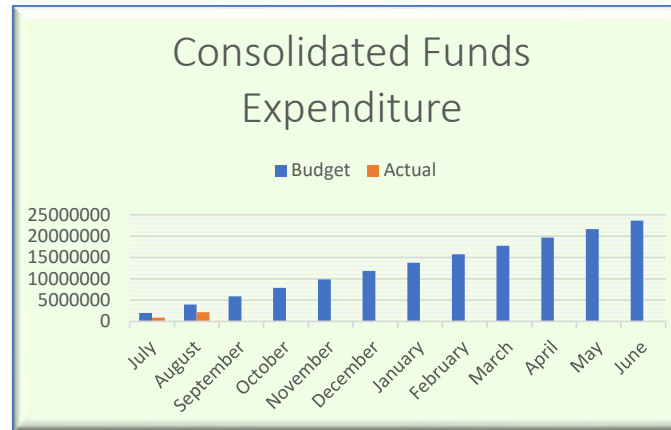
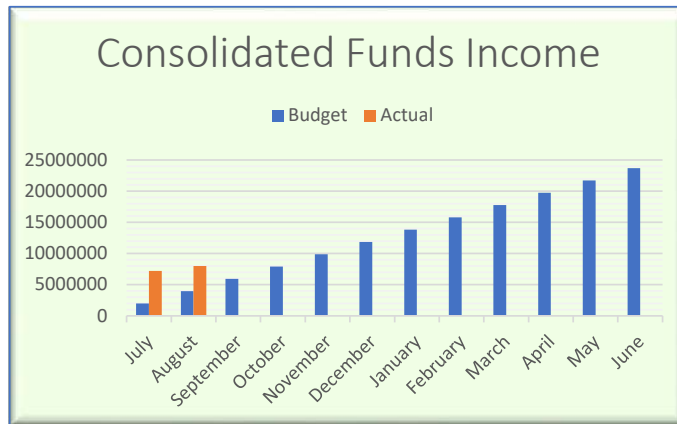
Legend

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

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



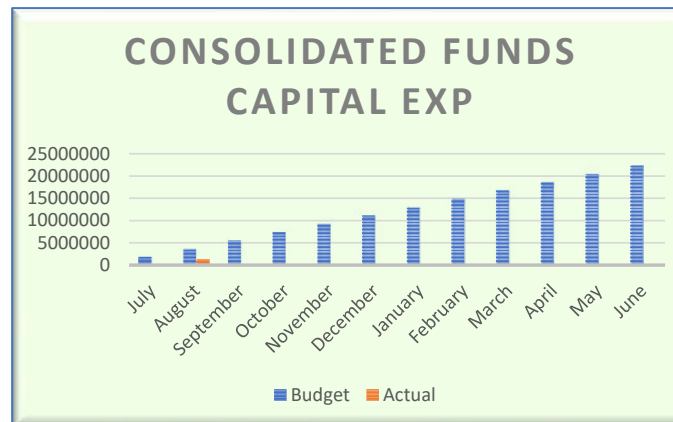
Financial Data



Financial Summary

Actual income is higher than budgeted due to the annual rates and water levies being raised.

Actual expenditure is on track, slightly under budget, due to delay in receiving invoices.



Actual Capital is under budget for this month, due to time delay in receiving invoices for the start of the new year.

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CIVIC

Part A: Executive/Management Accountabilities

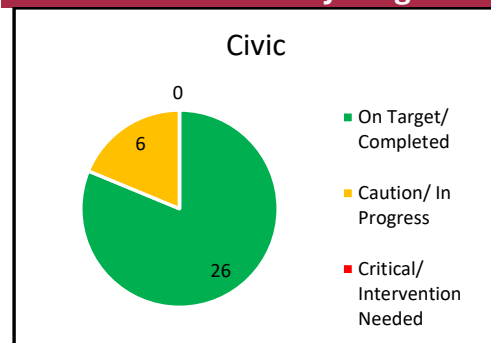
Chief Executive Officer

Accountabilities

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.

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

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; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

Status: 🟢 - On Target/Completed 🟡 - Caution/In Progress 🔴 - Critical/Intervention Needed



PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - The 2026 Australia Day events were completed in Euston and Balranald with grant support - Planning and funding preparation for the 2027 events will proceed through the annual civic-events cycle Grant application currently being prepared to assist funding 2027 Australia Day events	
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) - Advocacy options will remain open following the non-committal NSW Government response - Council will continue to seek clearer State accountability for acute and emergency coverage as opportunities arise (e.g. Aerodrome/RFDS) - Mayor/CEO met local GP and FWLHD to assist the Practice advocate for improved access Council met with RFDSSE (Shannon Nott & Greg Sam) to discuss RFDS Services	

PILLAR 2: Our Community

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	





Balranald Shire Council Monthly Operational Report – August 2026

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						• A consistent point has been that cumulative impacts on roads, housing, water, sewer, waste, workforce and community 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 • 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 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	
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On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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						• 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 • 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 • July summary: consolidated a stronger evidence-based advocacy platform across Council's main priority areas • Financial Assistance Grants: A Fresh Approach proposed retaining the untied base and phasing in a formula-based Essential Local Infrastructure Stream, with genuine additionality and less reliance on contestable grants. The advocacy paper (changes to the Financial Assistance Grant formula) was well received by Local Government NSW President • The CEO's submission to the OLG asset valuation and depreciation paper supported a targeted mixed model and two-lens reporting so cash capacity and asset sustainability are not confused, and the infrastructure renewal gap is not hidden • The CEO's submission to the Water Act Review assessment called for mandatory cumulative place-based socio-economic assessment, transparent impact measurement, formal council consultation and statutory transition and mitigation funding • A draft high-level aerodrome master plan to position RFDS access, emergency resilience, SWREZ and mineral-sands workforce safety as enabling infrastructure requiring government and industry support commenced • A Statewide Mutual award submission documented Council's move from compliance recovery to managed resilience through integrated risk, continuity, project, emergency and accountability systems • SWREZ advocacy continued to seek enforceable road protections, financial guarantees, sequenced utilities and workforce accommodation, and accountability for cumulative impacts on roads, housing, water and sewer, waste, workforce and community services Council is actively participating in the 'G7' (seven effected councils). To date the G7 has developed a distribution plan. If the Minister adopts the suggestion (from the G7) Balranald Shire Council share will be circa \$4M • The CEO has been invited to present to the Western Division of Councils regarding the remote/rural council sustainability position paper that continues to press for no	
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On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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							unfunded mandates and funding models that recognise geography, remoteness and real infrastructure responsibility - Balranald remained very active through RAMJO, LGNSW and ALGA, the OLG Code Working Group, water-review processes, peer councils, transport stakeholders, Country Mayors Association NSW, and industry channels (submissions to NSW Gov) Submitted Council's August response on the Draft Far West Strategic Regional Integrated Transport Plan, seeking specific Balranald actions on Sturt Highway, aerodrome, cross-border passenger transport, major-project road impacts, Mungo/Willandra access & freight Submitted feedback on the proposed Disaster Recovery Funding Framework. NSWRA modelling indicates a 50/50 Commonwealth-State split would have reduced Commonwealth support to Balranald by about \$393,000 (22%) across \$2.808 million of relevant restoration expenditure. Completed a 128-council Road Funding Disparity analysis and updated the Financial Assistance Grants reform case in response to NSW Grants Commission's proposed 2027–28 methodology Responded to OLG's new performance-ratio framework, arguing for fewer, clearer measures that combine finance, cash, assets and local operating context rather than treating ratios as stand-alone verdicts Contributed to RAMJO's supplementary Parliamentary Inquiry responses on community-service grants, place-based outcomes and Cross-Border service barriers	
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 - Although formally scheduled from 2027/28, recognition work commenced early - A July Statewide Mutual Risk Management Excellence Award submission was prepared for Council's integrated governance, risk, continuity, project and accountability reform program: From Compliance Risk to Managed Resilience Council received the 2026 Statewide Mutual Operational Risk Management Award (Regional, Rural and County Councils)	😊
2.1.4.1	Continue to support the Australia Day celebration, recognising and embracing our diverse communities (from Strategy1.2.2)	CEO	X	X	X	X	- Australia Day events have been touted as quite successful and widely supported (Euston and Balranald) - The 2026 Australia Day events in Euston and Balranald were completed and positively received - The next annual planning and funding cycle will support the 2027 events	😊
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 - This action is now due in 2026/27 - The Community Leader of the Month profile has not yet been implemented, it will be built into the Shire Newsletter calendar and the 2027 Australia Day nomination process	😊

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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 - A focused advocacy brief and remote delivery ask, including outlying localities, remains to be developed	🟡
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 - Accessibility and inclusion requirements are incorporated into SCAIWAC Committee functions and are operating effectively	🟢

PILLAR 3: Our Economy

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - CEO commenced drafting an aerodrome concept master plan document linked to SWREZ growth to RFDS access, emergency response, workforce safety and industry co-contribution - An internal resourcing model was developed for consultation around SWREZ, housing, water, sewer, roads, waste, community benefit and cumulative-impact readiness - Advocacy continues for enforceable road protections, financial guarantees, sequenced utilities and accommodation, and proper cumulative-impact accountability. However, based on previous government decisions, the CEO is not confident that 'pork barrelling' won't occur - The RAMJO Energy Sub-Committee and direct government and proponent channels remain central to this work The Draft Far West SRITP submission proposes a consistent major-project road-impact framework for renewable energy and other State-significant development: early haulage routes, baseline road/bridge condition, upgrades before peak construction, maintenance contributions, monitoring and restoration Additional (subsidised) internal resource (staff member) places the SWREZ special project under Planning & Environment to strengthen statutory, environmental and development coordination. It remains subject to consultation and implementation processes	🟡

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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 - Mineral-sands impacts remain managed through the enacted Voluntary Planning Agreement and wider infrastructure planning - The commencement of the aerodrome plan specifically identified remote mineral-sands workforce safety and aeromedical access as an industry use case and proposed industry co-contribution - Cumulative road, emergency, workforce and service impacts continue to be considered alongside SWREZ impacts The same SRITP road-impact framework is proposed for mining activity so attributable heavy-vehicle impacts are identified and funded rather than transferred to Council's rate base	
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 - EWAG and water-agency engagement continues - The CEO made a submission to the Water Act Review which sharpened our advocacy for transparent water-purchase data, a published method for assessing cumulative local exposure and mandatory place-based impact assessment before further significant recovery	
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 - The submission to the Water Act Review position argued that healthy rivers and healthy communities should be co-equal in the statutory framework - Council continues to seek actual ecological outcomes, transparent reporting and practical local transition and legacy outcomes rather than measuring success only by gigalitres acquired	
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 - Cross-border engagement remains available as required through the Cross Border Industry Taskforce and other relevant stakeholders RAMJO supplementary Parliamentary Inquiry responses pressed for service planning around the catchments people actually use, including stronger and more systematic treatment of NSW-Victoria Cross-Border issues Council's Far West SRITP submission specifically seeks improved Euston-Robinvale/Mildura and Balranald-Swan Hill/Mildura passenger links for health, education, work and essential services	
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 - National accreditation and licensing remains an identified advocacy issue - Further action will be pursued with the Cross Border Industry Taskforce, including Glenn Stewart, as a suitable national or State opportunity arises	

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PILLAR 4: Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - A draft high-level concept master plan was commenced to position the aerodrome as essential enabling infrastructure for RFDS retrievals, disaster response, SWREZ and mineral-sands activity - The concept includes the obligatory requirements normally requested in grant applications. Such as pavement strengthening, apron and taxiway improvements, lighting, emergency patient handover, fencing and drainage (subject to qualified aviation design and approvals) - Land due diligence and acquisition work remain in progress. The TCORP loan approval is carried forward The Far West SRITP submission seeks formal recognition of Balranald Aerodrome as strategic regional infrastructure supporting RFDS/ emergency access, visiting services, workforce, tourism and economic development, with a pathway for State/Commonwealth co-funding	🟡
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 - Council continues to participate in the Sturt Highway Action Group. - July messaging on heavy-haulage impacts emphasised verified information, formal Transport for NSW clarification, road safety and community consultation before any change affecting town traffic infrastructure The Far West SRITP submission seeks a specific Sturt Highway corridor assessment through the Shire covering geometry, shoulders, overtaking, intersections and town approaches, heavy-vehicle interaction, fatigue facilities, disaster resilience and future freight/OSOM demand	🟢
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	- Completed 128-council road/FAG analysis. Balranald's broader OLG road network was 1,593 km, and its 2026-27 Local Roads FAG equates to about \$1,213 per kilometre, sharpening the case for funding that recognises the physical network and material cost drivers - The SRITP submission also proposes a consistent proponent road-impact framework so major projects fund attributable upgrades, additional maintenance and restoration	🟢





PILLAR 5: Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
5.1.2.1	Continued participation by Council on key environmental groups such as the Environmental Water Advisory Group (EWAG) to inform our understanding and ensure our needs and perspectives are heard	CEO	X	X	X	X	- Ongoing including engagement on Floodplain Risk Management, Restoring Our Rivers and consultations and advocacy with the NSW Department of Climate Change, Energy, the Environment & Water (DCCEEW) and other key stakeholders on water issues - Council participation continues through EWAG, floodplain-risk and Restoring Our Rivers processes and water-agency engagement - The July Water Act Review submission reframed Balranald's position as a statutory design and accountability issue, with cumulative place-based impact assessment and transparent monitoring required	😊
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 - Water lost through buyback remains a priority monitoring & advocacy issue - July Water Act Review submission called for transparent government-purchase data, actual ecological performance reporting, formal council consultation and mandatory mitigation and transition funding where impacts are demonstrated - Council continues to advocate for practical environmental and tourism legacy outcomes	😊

PILLAR 6: Our Council

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	- Prepared a consolidated StateCover risk-management evidence brief linking WHS controls to Council's ERM, business continuity, project/change/emergency governance and Monthly Operational Reporting - The evidence reviews deliberately identified the remaining proof required before any completion claim is made, including final WHS policy/framework approval, training/consultation records, current risk assessments and live corrective-action tracking - Council received the 2026 Statewide Mutual Operational Risk Management Award (Regional, Rural and County Councils)	😬
6.1.3.2	Council understands the professional goals of all staff and supports their continued growth	CEO	X	X	X	X	- Progressing well - Professional development continues to be supported where it aligns with Council's need and budget	😊

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😊 On Target/Completed 😬 Caution/In Progress 😡 Critical/Intervention Needed

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	through paid professional development (in line with Council's needs and budget)						July: work maintained a focus on governance, risk, planning and financial-reporting capability, including specialist sector participation and relevant integrity and corruption-prevention development	
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	- Prepared the September mayoral-election and councillor-representation material. The 2026–27 representation schedule now records Balranald's RAMJO membership and uses office-based appointments where appropriate - The OLG performance-ratio submission advocated a plain-English/graphic front page so councillors can quickly see operating performance, available cash, debt and asset sustainability before reading the technical detail	🟡
6.2.1.2	We promote the importance of Local Government and encourage Council nominations at election time. To support this, we ensure awareness raising and educational opportunities are available to our communities in the lead up to elections	CEO		X	X	X	- Not due for commencement until 2026/27 - No election-related candidate information program was required in July. - The action will be activated in the appropriate lead-up to the next election (mayor) in September	🟢
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	- Community interaction occurred through Council communications and issue-specific consultation, including SWREZ and heavy-haulage matters - A dedicated recurring format such as Cuppa with Councillors has not commenced and remains an intervention item - During a Councillor visit to Euston, a number of locals took up the opportunity to meet with Councillors over a cuppa	🟢
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 - Council meeting agendas, business papers and minutes continue to be made publicly available in accordance with legislative requirements - Electronic distribution (to those with that preference) and councillor access support timely governance reporting The July Monthly Operational Report was formally reported to the 18 August 2026 Ordinary Council Meeting as Item 11.2	🟢
6.3.2.1	Council meets with peer LGAs to understand the scale of social licence (to operate) (SLO) / legacy payments being paid comparative to the scale of industry impact and disruption	CEO	X				- Compliant with industry practices - Industry contribution and social-licence expectations continue to be tested through SWREZ, and peer-council discussions - The draft aerodrome plan added a concrete industry co-contribution proposition for infrastructure benefiting proponents - Further comparative benchmarking remains useful	🟢
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 - This action is now due in 2026/27 and has partially commenced through SWREZ and for government and proponent contributions - The Community Foundation mechanism and a formal retrospective social-licence campaign are not yet established. CEO unclear on whether this remains an objective of council?	🟢

Civic



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – August 2026

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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 - Networks included RAMJO, LGNSW, ALGA, the OLG Code Working Group, water-review processes, Statewide Mutual, peer LGAs, transport stakeholders and industry, Country Mayors NSW; extending Balranald's reach on funding, assets, water, renewable energy and infrastructure - August engagement included Transport for NSW (SRITP), NEMA, OLG, the NSW Grants Commission, RAMJO's Parliamentary Inquiry work and Western Division councils - In response to the 28 August Western Division call for motions, prepared an implementation-focused sustainability presentation/motion package to support collective mayor-led advocacy	
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 - Advocacy was mapped around SWREZ impacts, water recovery, FAGs and financial sustainability, asset valuation, emergency access, Sturt Highway safety, GP hours, using RAMJO, peak bodies, OLG, water and transport agencies, elected representatives across multiple Joint Organisations, and proponents - Re-mapped active advocacy around live August decision windows: Far West transport planning, disaster-recovery reform, OLG performance ratios, NSW FAG methodology, federal FAG reform and Western Division sustainability	
6.4.2.2	We create and keep up-to-date advocacy briefs which enable all our Councillors and staff to communicate with comprehensive evidence and understanding across our priority areas	CEO	X	X	X	X	- August evidence/briefing material: Road Funding Disparity (128-council analysis); Far West SRITP; NEMA DRFF; OLG performance ratios; NSW Grants Commission FAG methodology; RAMJO supplementary Parliamentary Inquiry responses; & Western Division sustainability material - Updated the national FAG reform paper and prepared the September-November campaign run sheet to pursue formal departmental, Treasury and 2027–28 Budget consideration of the 0.5% untied + 0.5% tied model	
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 - Partnerships were maintained with RAMJO, peak bodies, OLG, water and transport agencies, Statewide Mutual and peer LGAs; EnergyCo, mining proponents, emergency services and grant assessors - Used RAMJO, Western Division and relevant State/Commonwealth channels to align Council's evidence with live reform processes	
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 - July work included commencing a funding-ready aerodrome concept, the Statewide Mutual award submission, with broader advocacy papers available to support regional and sector applications and representations	

Civic



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – August 2026

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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.

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.

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 & 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 & 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, & follow-up
O	Emergency Management & Business Continuity Support
O	Maintain up-to-date contact lists, records, & executive coordination tools
O	Provide CEO administrative support
O	Business Support & Executive Office Administration
O	Provide high-quality executive office administration

Accountabilities

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

Accountabilities

SBPO	Accountability
O	Coordinate Council's compliance with the WHS Act
O	Support Council officers to discharge their due diligence obligations as officers under the Act
O	Maintain & continuously improve Council's WHS Management System
O	Ensure WHS policies & procedures are current, accessible, & 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 & 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 & workers' compensation processes
O	Analyse incident trends & 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, & 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, & recovery planning
O	Provide WHS input into emergency response & recovery activities
O	Coordinate WHS training, inductions, & competency requirements
O	Promote a positive, practical safety culture aligned with Council values
O	Support managers & supervisors to fulfil their WHS responsibilities

Community & Governance



On Target/Completed



Caution/In Progress



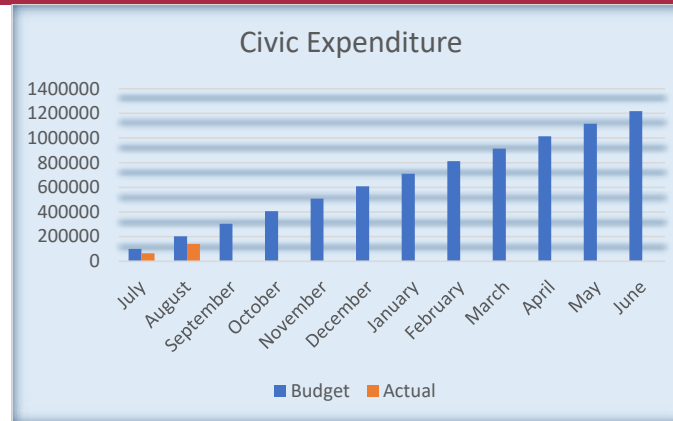
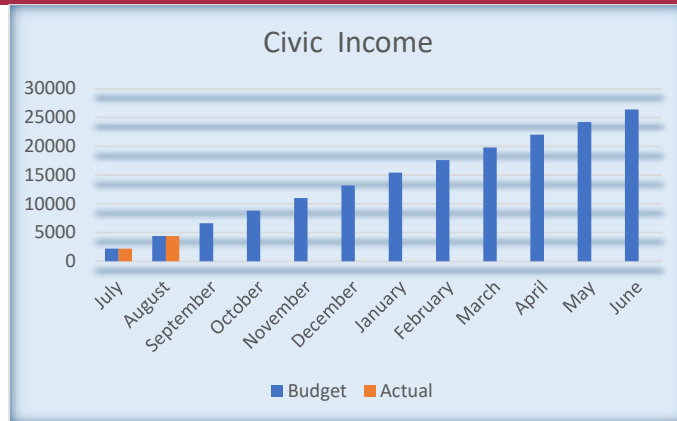
Critical/Intervention Needed

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Civic

Financial Data



Financial Summary

Actual expenditure is on track. Showing a little under budget due to invoicing delay for the first few months of a new financial year.

Too early to gain any meaningful trends.

Civic – Governance – Operational Update

- August governance/CEO work moved from July diagnosis into formal submissions and implementation proposals: the organisational restructure, Far West SRITP, OLG performance ratios, NEMA DRFF and NSW Grants Commission FAG methodology.
- Prepared RAMJO Parliamentary Inquiry responses, Western Division sustainability material and updated councillor/mayoral-election representation arrangements.
- The July Monthly Operational Report was reported to the 18 August Ordinary Council Meeting as Item 11.2.

Executive Assistant

- Organised 2 funerals
- Liaised with families and created 4 plaques for cemetery
- Finalised 2 reservations at Lawn Cemetery
- Booked accommodation in Cobar for Connie and Hodi
- Advertisements to Guardian for the month of August
- Mayoral Column to Sentinel, Guardian and Grazer
- Community Newsletter completed and sent out to all households in Balranald Shire
- Council agenda and minutes for July Council Meeting
- Booked accommodation and flights for CEO and Mayor
- Booked accommodation and flights for Crs O'Halloran and Linnett and Hodi for ALGWA Conference
- Booked Accommodation for Cr Lindsay-Field for MDA Conference
- Booked accommodation for staff to attend training courses in Broken Hill and Bendigo
- Agendas for various committees and Minutes

Community & Governance

😊 On Target/Completed
 😬 Caution/In Progress
 😞 Critical/Intervention Needed

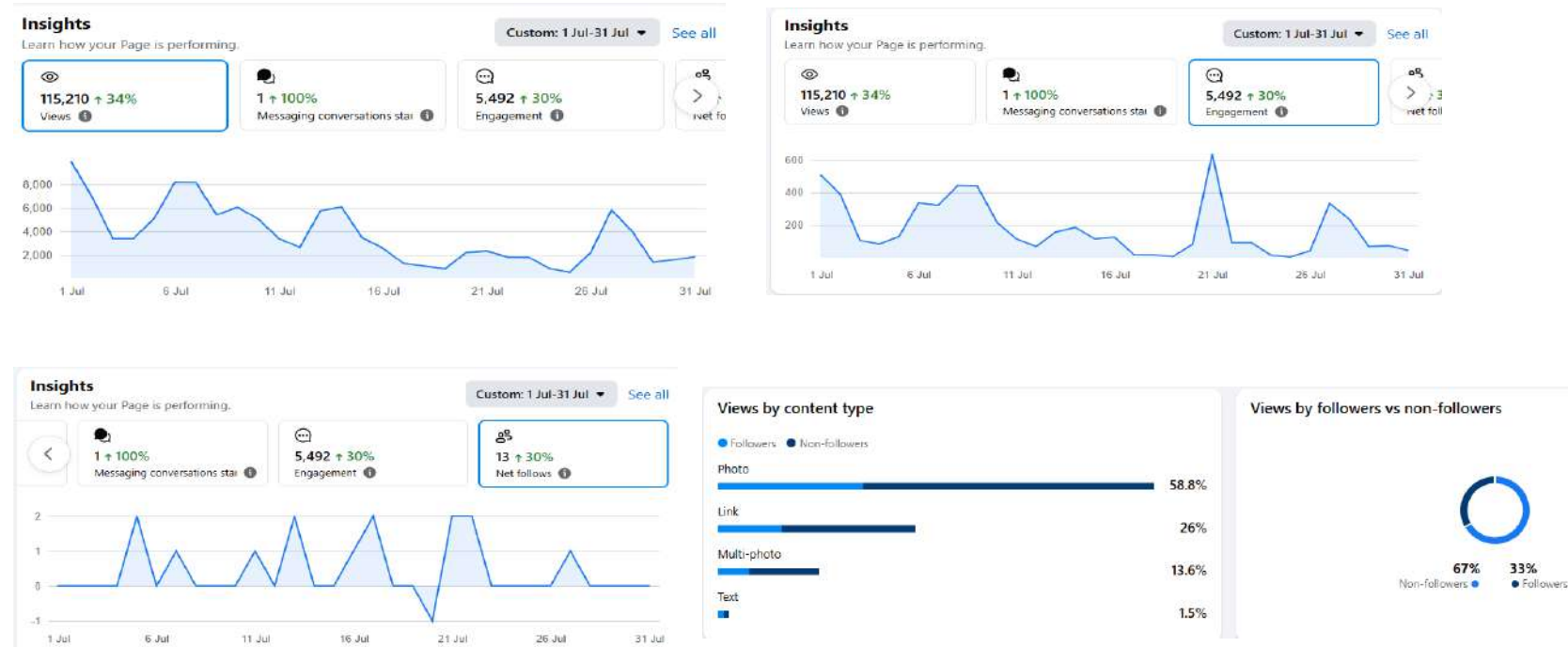


Balranald Shire Council Monthly Operational Report – August 2026

Civic

Civic – Governance – Service Metrics

Facebook Dashboard – 1 July – 31 July 2026



Civic – WHS & Risk – Operational Update

DoneSafe Implementation

- Organisation-wide rollout completed in August, with strong uptake across most departments
- Continuing to capture staff feedback and refine checklists to ensure the system streamlines work rather than adding administrative burden
- Increased reporting activity in DoneSafe indicates improved engagement and system utilisation
- The "DoneSafe Checklist Completed" report has been included to show the current level of uptake across teams

Return to Work (RTW)

- Managing 5 active RTW claims, with 1 claim closed in the past month, significant workload for a small Council that requires ongoing monitoring and coordination

Community & Governance

😊 On Target/Completed 🟡 Caution/In Progress 🛑 Critical/Intervention Needed

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StateCover Safety Survey

- Held a meeting with StateCover to review the recent safety survey results with all managers and supervisors
- Discussion focused on suggested improvements and areas flagged by staff as concerns
- StateCover has developed an action plan based on the survey findings
- Awaiting Executive Team review; once endorsed, the action plan will be shared with all staff for feedback

Insurance Claims

- Currently managing 4 open insurance claims, with regular updates and evidence collection underway

Name Claim Name	Update for claim
156 Church Street	• Current assessment indicates the damage is unlikely to be covered under the policy due to lack of preventative maintenance, which allowed water ingress and termite activity. • Council will likely be responsible for full repair costs. • Invoices and reports will still be submitted to the insurer; reimbursement may occur if evidence supports coverage.
Royal Theatre Fire Damage	• JLG arranging inspection and testing of split-system air-conditioning units in fire-affected areas; report pending. • Building Surveyor requested a Section J Report from JLG (actioned 17/07/26). CDC determination expected 24/07/26. • JLG still securing trades; earliest commencement for reinstatement works is November 2026. • Inspections identified significant pigeon faeces and debris contamination requiring PPE for staff. • Two contaminated air-conditioning units deemed unsuitable for restoration and recommended for replacement. • Insurers have approved additional cleaning and remediation works, progressing separately from reinstatement works.
Storm 19 January 2026	• Full damage report completed and submitted through the portal • Affected sites include: ○ Main Office ○ Library ○ Information Centre ○ Caravan Park ○ Tennis Courts ○ Swimming Pool ○ Depot ○ River Bend Walkway • Awaiting information from IT, Finance, and Building teams for assessor review • Assessor inspected all damaged sites on 13/8; final report pending additional information
Water under floor Royal Theatre Shopfront	• Claim documents submitted • Forenx Consulting Engineers appointed to investigate water ingress under Shop 3 • Inspection hole cut by Glen as requested; Forenx completed initial inspection on 28/8 • Further investigates and monitoring required from Forenx , including water levels in both the neighbouring cellar (non-Council property) and the affected Council-owned cellar • Insurer has approved Glen's time for excavation and pump installation to support ongoing monitoring

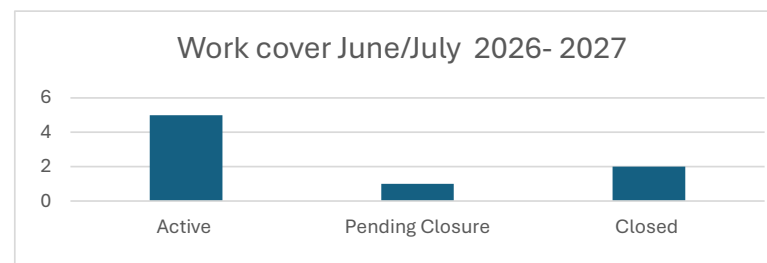
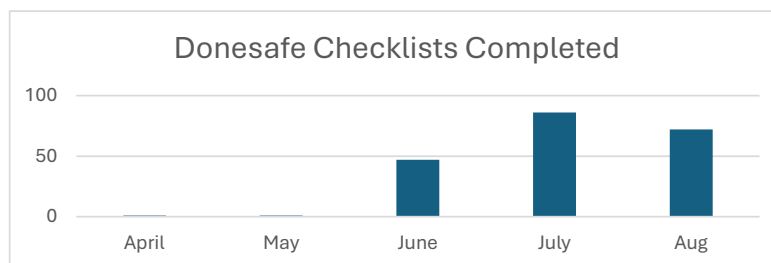
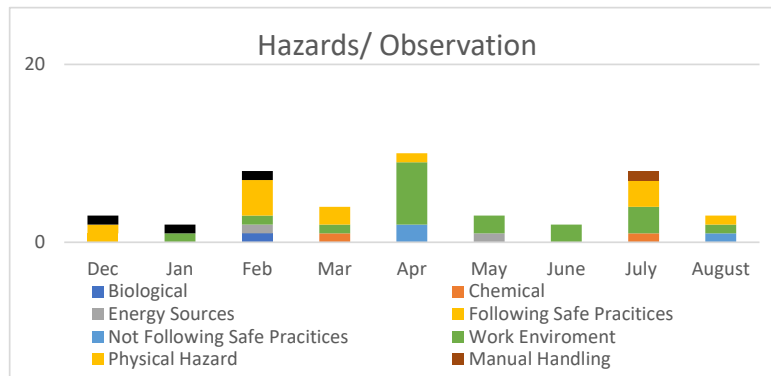
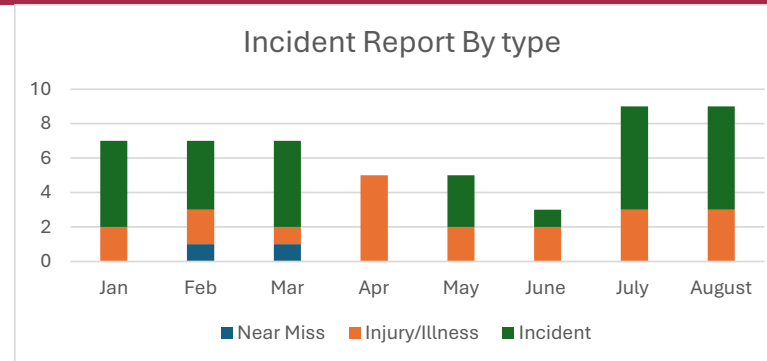
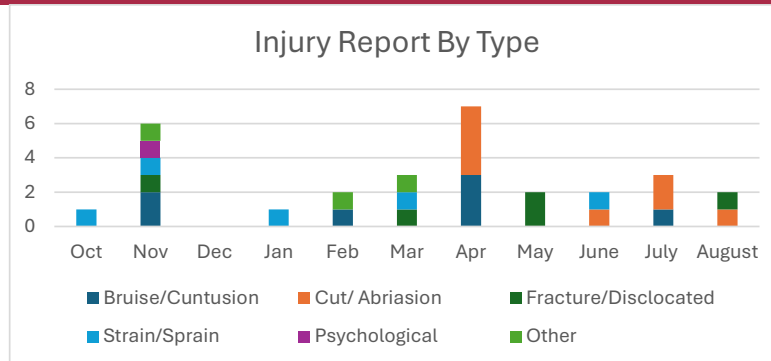




Balranald Shire Council Monthly Operational Report – August 2026

Civic

Civic – WHS & Risk – Service Metrics



Community & Governance

😊 On Target/Completed 🟡 Caution/In Progress 🚨 Critical/Intervention Needed

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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	Oversight of WHS compliance, training, and incident management
O	Deliver parks, gardens, open space and public amenity works as the service provider	O	Development of workforce capability, succession planning, and operational resilience
O	Oversight of depot operations, fleet and plant safety, and compliance	O	Leadership of the operational transport and town maintenance workforce and contractors with a strong safety culture
O	Control of plant utilisation, downtime, and operating costs		

Works Overseer

The Works Overseer is responsible for the day-to-day supervision, coordination, and delivery of the Council's civil works, maintenance, and operational programs across roads, transport infrastructure, drainage, plant, and associated public assets.

Accountabilities

SBPO	Accountability
O	Operational Works Delivery
O	Team Leadership & Supervision
O	Workplace Health & Safety
O	Contractor Management
O	Plant & Resource Coordination
O	Customer Service & Community Liaison
O	Quality & Compliance Monitoring
O	Reporting & Records Management
O	Performance & Productivity Management
O	Risk & Incident Management

General Equipment Operator

The General Equipment Operator is responsible for the safe and effective operation of Council vehicles, plant and equipment in the delivery of road maintenance, construction and associated civil works across the Balranald Shire.

Accountabilities

SBPO	Accountability
O	Operational Works Delivery
O	Plant & Equipment Operation
O	Workplace Health & Safety
O	Risk & Hazard Management
O	Customer Service & Community Liaison
O	Plant & Fleet Maintenance
O	Resource Stewardship
O	Operational Reporting
O	Compliance & Procedural Adherence



Balranald Shire Council Monthly Operational Report – August 2026

Civic

Water & Sewer Coordinator

The Water & Sewer Coordinator is responsible for the day-to-day supervision, coordination, and delivery of the Council's water supply and sewerage services across the Balranald Shire.

Accountabilities

SBPO	Accountability
☐	Supervise water and sewer operations and service delivery.
☐	Coordinate inspections, maintenance, and system performance.
☐	Monitor asset condition and report operational risks.
☐	Ensure regulatory, environmental, and public health compliance.
☐	Lead responses to water and sewer emergencies.
☐	Supervise, support, and develop operational staff.
☐	Manage customer enquiries, complaints, and service requests.
☐	Coordinate contractors and specialist service providers.
☐	Promote WHS, environmental compliance, and risk management.
☐	Maintain records, reporting, and continuous improvement initiatives.

Water & Sewer Operator

The Water & Sewer Operator is responsible for the safe, reliable, and compliant operation of Council's water supply and sewerage treatment systems across the Balranald Shire.

Accountabilities

SBPO	Accountability
☐	Operate and maintain water and sewer treatment systems.
☐	Conduct inspections, monitoring, and testing activities.
☐	Monitor asset performance and report faults or risks.
☐	Ensure compliance with water quality, environmental, and Council standards.
☐	Assist with plant maintenance and operational adjustments.
☐	Respond to emergencies, breakdowns, and service disruptions.
☐	Participate in on-call and after-hours duties.
☐	Support trainees and contribute to team development.
☐	Provide professional customer and community service.
☐	Work safely with contractors and report issues.
☐	Follow WHS, environmental, and risk management requirements.
☐	Maintain accurate records and support continuous improvement.

Water & Sewer Trainee

The Water & Sewer Trainees purpose is to assist with the provision of competent and efficient operation and maintenance of plant within the water and sewer department, whilst completing studies.

Accountabilities

SBPO	Accountability
☐	Assist with water and sewer treatment operations.
☐	Conduct routine inspections and maintenance.
☐	Monitor water quality and ensure regulatory compliance.
☐	Adjust treatment processes to maintain performance standards.
☐	Complete required records and documentation.
☐	Follow safety, environmental, and WHS requirements.
☐	Support continuous improvement and best practice operations.
☐	Protect public health and environmental outcomes.
☐	Assist with operational and maintenance tasks as directed.
☐	Contribute positively to teamwork and workplace culture.
☐	Provide professional and courteous customer service.
☐	Promote a positive Council image and values.

Town Maintenance Overseer

The Town Maintenance Overseer is responsible for the day-to-day supervision, coordination, and delivery of the Council's parks and gardens, open space, streetscapes, and public amenity services across the Balranald Shire.

Accountabilities

SBPO	Accountability
☐	Supervise parks, gardens, open spaces, and public amenities.
☐	Coordinate maintenance, seasonal, and reactive works.
☐	Ensure service delivery meets Council standards and budgets.
☐	Supervise staff, apprentices, and contractors.
☐	Allocate resources, plant, and materials efficiently.
☐	Promote WHS, environmental compliance, and public safety.
☐	Respond to community enquiries and service requests.
☐	Monitor and manage contractor performance.
☐	Coordinate plant, equipment, and material usage.
☐	Maintain records and support continuous improvement.
☐	Report service issues, risks, and operational needs.
☐	Support team development and positive workplace culture.



Balranald Shire Council Monthly Operational Report – August 2026

Civic

Town Maintenance Officers

The Town Maintenance Officer is responsible for the safe and effective delivery of day-to-day town maintenance services across parks, gardens, open spaces, irrigation systems, public amenities, and town presentation within the Balranald Shire.

Horticulture Apprentice

The Horticulture Apprentices purpose is to develop a broad range of horticultural skills to assist in the efficient operation of the open space and community facilities maintenance and construction teams.

Accountabilities

SBPO	Accountability
☐	Maintain parks, gardens, reserves, and sporting fields.
☐	Perform mowing, pruning, planting, and landscaping tasks.
☐	Maintain irrigation systems and report faults.
☐	Maintain public amenities, pathways, and town assets.
☐	Support town presentation, cleanliness, and events.
☐	Follow WHS, safety, and risk management requirements.
☐	Identify and report hazards, incidents, and defects.
☐	Operate plant and equipment safely.
☐	Provide professional customer service.
☐	Complete records, inspections, and documentation accurately.
☐	Support operational reporting and team activities.

Accountabilities

SBPO	Accountability
☐	Maintain parks, gardens, streetscapes, cemeteries, and sporting fields.
☐	Perform turf, plant, weed, pest, and irrigation maintenance.
☐	Assist with construction and maintenance of public spaces and playgrounds.
☐	Operate and maintain plant, tools, and equipment safely.
☐	Complete required records and documentation.
☐	Follow quality, environmental, and WHS requirements.
☐	Promote a positive Council image and values.
☐	Provide professional and courteous customer service.
☐	Ensure safe work practices and public safety.

Operations

Civic - Operations – Town Maintenance - Business as Usual

Town Maintenance crews are extremely busy with the vegetation growth. They have done an excellent job keeping the mowers active and getting on top of the green spaces.

Civic - Operations – Town Maintenance – Service Metrics

Work in progress

Civic - Operations – Water & Sewer – Business as Usual

Smart meters are still in progress of being fitted in Euston. It is estimated that 70 to 75 % of meters have been installed.

Civic - Operations – Water & Sewer – Service Metrics

Work in progress



Balranald Shire Council Monthly Operational Report – August 2026

Civic

Civic - Operations – Works – Business as Usual

Photos clockwise from top left: Rutting on Oxley Clare Road; Grading works on Oxley Clare Road; Council's Grading Program; Betterment work on MR 514.

- Oxley Clare Road had developed excessive rutting and required grading to keep the road open for traffic
- Grading works are in progress on Oxley Clare Road
- Betterment work is taking place on MR 514 "Oxley Road". It is approximately 50% complete on Section 1
- Contractors are getting excellent compaction results and are progressing well with the construction, but weather has slowed the process over recent weeks

Council's grading program has been awarded to several different contractors using Vendor Panel, we received competitive quotations and a panel of 3 assessed the results. The Roads awarded are:

- Clare Mossgiel Road – In progress
- Tammit Road
- Tapalin Mail Road
- Culparkin Alma Road
- Melton Grove Dockerty Road
- Binda Melton Road
- Boree Plains Gol Gol Road
- Mulurulu Road
- Mildura Ivanhoe Road
- Tilara Road
- Prungle Mail Road
- Oxley Clare Road – In Progress (Damaged Section of 12.7km)
- Weimby Kyalite Road – In Progress
- Weimby Bemnongal Road -In Progress
- Marma Box Creek Road has been maintenance graded from Magenta Wampo Road intersection to Turlea Leaghur Road Intersection.



Civic - Operations – Works – Service Metrics

Work in progress

Community & Governance

😊 On Target/Completed 🟡 Caution/In Progress 🛑 Critical/Intervention Needed

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Part D: Actions Register

Meeting	Officer/Director	Section	Subject
Council 17/02/2026 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.	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Operational Review and Leasing Strategy - Balranald Caravan Park
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 17/02/2026 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.	Dodds PSM, Terry	Confidential Matters	Fire Damaged Building - 92 Market Street Balranald
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.			





Balranald Shire Council Monthly Operational Report – August 2026

Civic

Meeting	Officer/Director	Section	Subject
Council 20/05/2025 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.	Dodds PSM, Terry	Part B - General Manager's Reports	Yanga National Park Fuel Load
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 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.	Dodds PSM, Terry	Confidential Matters	Acquisition of Land for Balranald Airstrip Extension
Meeting	Officer/Director	Section	Subject
Council 21/10/2025 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.	Dodds PSM, Terry	Confidential Matters	Acquisition of Land for Balranald Airstrip Extension

Community & Governance

On Target/Completed
 Caution/In Progress
 Critical/Intervention Needed

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Meeting	Officer/Director	Section	Subject
Council 21/10/2025 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.	Dodds PSM, Terry	New Item	Acquisition of Land for Housing
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 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.	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Construction of Garage
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
Audit Risk and Improvement Committee 22/07/2026 Committee Resolution 2026/12 Moved: Chair Person Kerry Phillips Seconded: Member Ron Gillard That ARIC: 1. Notes the governance, risk, compliance and financial sustainability matters outlined in this report. 2. Notes the formal closure of the Performance Improvement Orders applying to Balranald Shire Council and the importance of maintaining the governance and reporting disciplines established through that process. 3. Notes the continued development and implementation of Council's integrated risk, business continuity, project management, change management and accountability arrangements. 4. Notes the preparation of Council's nomination for the 2026 Statewide Mutual Risk Management Excellence Awards.	Dodds PSM, Terry	Reports	CEO Update

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5. Notes the emerging organisational capacity, major-project, renewable energy and financial sustainability risks outlined in this report.
6. Agrees that the ARIC meeting previously scheduled for October 2026 being retained and an additional meeting will be conducted on Wednesday, 2 September 2026 at 12.30 noon, the meeting to be conducted online.

CARRIED

Meeting	Officer/Director	Section	Subject
Council 21/04/2026 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.	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Dried Fruits Australia - Request for rate relief
20 May 2026 11:40am Dodds PSM, Terry Dried Fruits Assoc. notified of Resolution.			

CARRIED

Meeting	Officer/Director	Section	Subject
Council 26/05/2026 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%.	Dodds PSM, Terry	Mayor/Councillor Report	Mayoral Report - Federal Assistance Grants Reduction to 0.49% and implications for Local Government Sustainability
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 'Correspondence' Report in each Ordinary Council Meeting paper for details.			

CARRIED

Meeting	Officer/Director	Section	Subject
Council 26/05/2026 Resolution 2026/100 Moved: Cr Iain Lindsay-Field Seconded: Cr Alison Linnett	Dodds PSM, Terry	Mayor/Councillor Report	Mayoral Minute - Local Purchasing Policy Review

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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 & 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 18/08/2026	Holmes, Carol Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Christmas Light Competition
Resolution 2026/190 Moved: Cr Alison Linnett Seconded: Cr Iain Lindsay-Field That Council appoint Cr Alison Linnett and Cr Iain Lindsay-Field to judge the Christmas Light Competition. CARRIED			
Meeting	Officer/Director	Section	Subject
Council 26/05/2026	Holmes, Carol Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	2025-2029 Urban Tree Management Plan
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 21/07/2026	Holmes, Carol Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	2026 LGNSW Annual Conference & Motions
Resolution 2026/157 Moved: Deputy Mayor Dwaine Scott Seconded: Cr Iain Lindsay-Field That Council 1. Authorise the attendance of the Mayor and the CEO at the 2026 LGNSW Annual Conference in Wollongong; and 2. Put forward any suggested motions to the CEO by 30 September 2026 for submission to the October Ordinary Council Meeting. CARRIED			
03 Sep 2026 1:20pm Holmes, Carol - Target Date Revision Target date changed by Holmes, Carol from 18 August 2026 to 28 September 2026 - Registrations completed, flights booked still to book hire car from Airport to Wollongong			

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 Caution/In Progress
 Critical/Intervention Needed

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Part E: Executive Summary

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

i) August achievements and issues of note:

- Council received the 2026 Statewide Mutual Operational Risk Management Award (Regional, Rural and County Council's)
- Prepared/submitted major August responses on the:
 - Far West SRITP
 - The proposed Disaster Recovery Funding Framework
 - OLG Performance Ratios
 - NSW Grants Commission Financial Assistance Grants (FAG) methodology
- Completed 128-council road/FAG modelling and updated the national FAG reform proposal, including a September-November parliamentary campaign plan
- Contributed to RAMJO supplementary Parliamentary Inquiry responses and prepared Western Division sustainability speaking/motion material for collective advocacy
- Updated councillor representation material for RAMJO and the September mayoral-election cycle
- StateCover evidence work progressed, with remaining WHS implementation evidence clearly identified rather than overstated

ii) Items to watch:

- StateCover evidence closure
- Major-project road impacts
- FAG transition and funding equity
- DRFA cost-shift
- Turning transport/Western Division advocacy into funded or Ministerial action

Photos L-R: Coffee/Lunch with Councillors at Euston Café; Statewide Mutual Award Risk Management





COMMUNITY & GOVERNANCE

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.

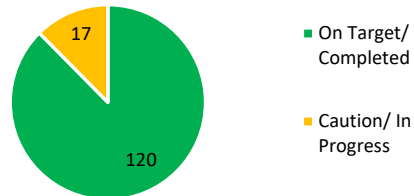
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Governance Systems, Council Corporate systems, compliance frameworks & registers	S	Community Development	B	Corporate Planning, Reporting & Governance Frameworks
S	Council's Integrity, Probity & governance	S	Commercial Business	B	Cultural Plan
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	Internal Audits
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	Business Continuity Planning & Organisational Resilience
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



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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; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

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

PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	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)	Exec Mgr Comm & Gov (EMCG)		X	X		- Funding secured from NSW Sustainable Communities Program Round 1 - Design finalised for Euston - Design still to be developed for Balranald Euston Town Entry Signs replaced with new imagery approved by EPAC	😊
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 Mayor seeking potential funding source/s	😊
1.1.2.8	Across all public space and place developments ensure that accessibility and safety are key features. Seek input from community members with lived experience (including community members who are older, have a disability, specific access needs, young families, diverse cultural groups)	EMCG	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 - 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	😊

Community & Governance

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

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							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 Benny Mayhem Band engaged with youth for Book Week “Symphony of Stories” program held at the Library in August 2026	😊
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 White Ribbon Awareness Information Sessions held in Balranald & Euston in August	😊
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	😊





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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 “Songs from Sky Country” event held at the Discovery Pavilion in August 2026	😊
1.2.2.4	Consider, as is feasible, the in-kind contributions of Council (including fee-free venues, rubbish collection and removal) to community events that are inclusive of all community and celebrate our unique features	EMCG	X	X	X	X	- Council provides ongoing support via donations and fee-free venue hire to not-for-profit organisations where appropriate Council providing rubbish collection and increased toilet cleaning for Balranald Football Netball Club Preliminary Final Game in September 2026	😊
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 Balranald Football Netball Club hosting Preliminary Final in September 2026	😐
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 Invitations sent to key decision makers for Services Civic Reception Dinner in October	😊
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	😊

Community & Governance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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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 Promoting opportunities for input to Far West Regional Transport Strategic Plan	
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 Facilitated consultation by EnergyCo on the Community and Employment Benefit Program providing funding back into the community from Renewable Energy projects	😊
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 (SCP), but were unsuccessful - Exploring other options to provide facility in Euston - Supported Euston Club application for commercial and residential development under Round 3 of SCP	😐
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 a service priority – including the key role of connection, participation and creativity in good mental health	EMCG	X	X	X	X	- SCAIWAC are currently delivering Mental Health workshops across the shire and supporting programs that provide community connection, participation and social cohesion through the Office of Responsible Gaming Mental Health/Wellbeing grant - SCAIWAC facilitating local residents to undertake a Diploma of Mental Health through NSW TAFE - Supported RAMHP to deliver Mental Health Awareness sessions across Balranald Shire in July 2026 SCAIWAC facilitated a range of Mental Health Awareness activities over August 2026	😊
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	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	😊





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	ensuring our residents can age well locally. Explore a transition plan which returns Bidjee Haven ownership to the community						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 Currently recruiting for a new Registered Nurse for the Hostel	😊
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 programs, mobile delivery? Pop-Up arts events)	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 Council supporting 'Flying High' exhibition & Balranald Central School Art Exhibition SCAIWAC funded a range of mental health days in August for Mental Health month including painting and art workshops	😊
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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
2.1.1.1	Seek funding for a Volunteer Coordinator position within Council (ideally a local person) to support volunteer groups with grant applications,	EMCG		X	X	X	Not due for commencement until 2026/27	😊

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On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
	coordinated training, and to facilitate the collective impact / strategic alignment of their purpose and goals (consider FRRR IRCF model)							
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	😊
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	😊





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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
							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	
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 facilitate levers for workforce development and recruitment (including housing and amenity features)	EMCG	X	X	X	X	- Actively involved with Welcome Experience to support the settlement of key workers into Balranald - 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	EMCG		X			Not due for commencement until 2026/27	😊



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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
	research and develop a Disability Inclusion Action Plan							
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://childsafescheme.org.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 opportunities to all community members through their employment and volunteering roles	EMCG			X	X	Not due for commencement until 2027/28	😊
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	😊



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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	😊
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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 needs of existing and emerging industries and	EMCG	X	X	X	X	• Currently seeking grant funding opportunities to resource this role as not funded in operational budget	😞

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😊 On Target/Completed 😞 Caution/In Progress 🚨 Critical/Intervention Needed

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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
	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 - Active engagement in the Southwest REZ to identify potential supply chain opportunities for local businesses	🟢
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	🟢
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 - Negotiating with funding body re: challenges to applying - Supported Euston Club and Southern Cross Exhibition to apply for Round 3	🟢
3.3.1.2	Facilitate the development of commercially viable employment precincts in the communities of Balranald and Euston	EMCG		X	X	X	- Not due for commencement until 2026/27 - Supported Euston Club application for commercial and residential development under Round 3 of SCP	🟢
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	🟢

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🟢 On Target/Completed 🟡 Caution/In Progress 🟠 Critical/Intervention Needed

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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 inter-LGA position, leads the development of an inter-LGA Economic Development Advisory Group (EDAG) and provides ongoing secretariat support	EMCG		X			Not due for commencement until 2026/27	😊
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 - Appointed consultant to develop collateral to promote the new Spirit of the West Loop including electronic, hard copy & media	😊
3.4.2.2	Finalise and activate the Far South West Heritage & Cultural Trail	EMCG	X	X	X	X	- In Progress - As outlined in 3.4.2.1 above	😊



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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	• Facilitated John Larkin from RFDS Outback Heritage Experience to work with Southern Cross Museum to develop audio/visual displays to facilitate self-guided tours	😊
3.4.3.1	Drawing on opportunities identified in the Prospectus (Strategy 3.3.2) encourage investor interest in visitor accommodation options	EMCG			X	X	• Not due for commencement until 2027/28	😊
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 • Changes to the Crown Land Plan of Management for the Balranald Caravan Park tabled for approval at August 2026 Council meeting to commence community consultation period	😬
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	• Lake Benanee Camping Area upgrade works have commenced, with plan finalised and contractors appointed	😊
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			• Supported Southern Cross Exhibition to apply for funding under Round 3 of the Sustainable Communities Program to upgrade the facility • Supported conversations between Southern Cross Committee & Balranald Ex-Servicemen Club re: potential partnership model	😊
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 sources (including potential contributions from industry) and training providers	EMCG			X		• Not due for commencement until 2027/28	😊
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	😊



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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	😐
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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	😊





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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 Council Staff (parallel to Strategy 1.3.3) and essential workers identified through workforce gap analysis	EMCG	X	X			Housing Strategy not due for completion until 2026/27	
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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	EMCG	X				In Progress aligned with the DMP actions	



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	'contact points' such as hospitality services to provide accurate local advice and awareness raising							
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 - Providing input into Far West Strategic Regional Integrated Transport Plan and promoting community information sessions - Advocating to Kirinari on their model for community transport and supporting opportunities for community engagement	😊
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	😊
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 - Council entering into a licence arrangement with ESI to provide land for their Aboriginal Rangers Program to establish a community garden	😊
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 - Actively engaged in South West REZ meetings & promotional activities, including current consultation on the Community and Employment Benefit Fund program	😊
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	😊





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PILLAR 6: Our Council

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
6.1.1.1	Develop a comprehensive and contemporary Workforce Strategy which enables the recruitment and retention of high quality staff and offers an attractive and flexible workplace, develop an Implementation Plan (July Aug –25/26), Review in 2028/29	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	🟡
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 utilising multiple strategies / communication platforms and drawing on community advice (delivered by a Community Development Officer role)	EMCG	X	X	X	X	- Ongoing via Council's communication mediums and media releases - 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	😊



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Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 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)	EMCG	X	X	X	X	- Established Monthly Operational Report template to report against actions in the 4-year 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	



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

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





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

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

Accountabilities

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

Accountabilities

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

Accountabilities

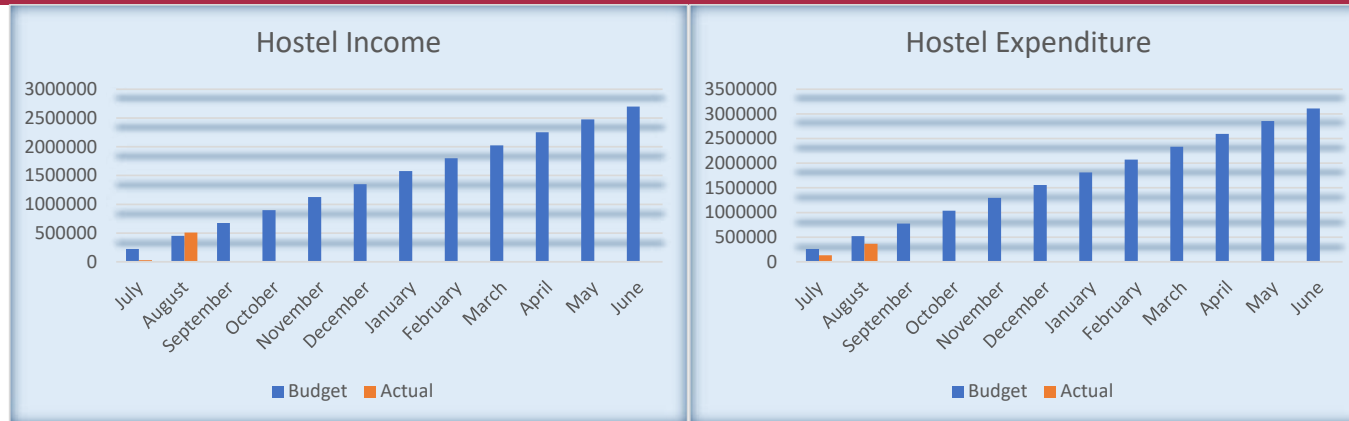
SBPO	Accountability
☐	Infection Control
☐	Dignity of risk/dignity of choice
☐	SIRS compliance
☐	Incident reporting and compliance
☐	Restrictive practices
☐	Open disclosure participation
☐	Care minute targets
☐	Code of conduct compliance
☐	Professional development



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

Bidgee Haven

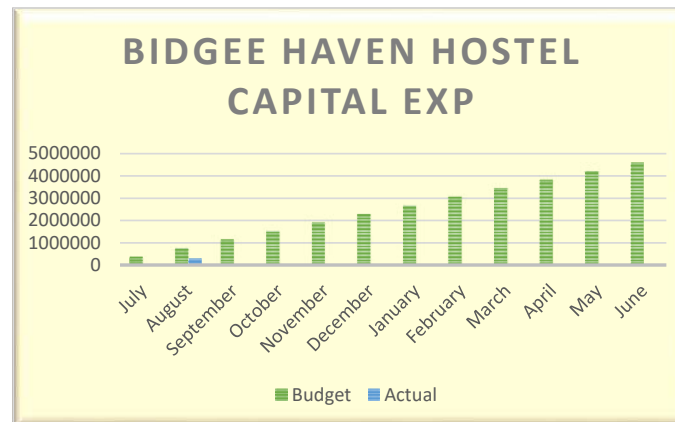
Financial Data



Financial Summary

Income is slightly higher than budgeted due to occupancy rates from permanent and respite residents being slightly higher than forecast.

Expenditure is slightly lower than budgeted due to timing of invoices coming in, in relation to running the reports.



Actual expenditure is low due to timing of invoices being received. It is anticipated that these invoices will pick up now that work is progressing on the new build.



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

Bidgee Haven – Operational Update

Bidgee Haven Extension Project

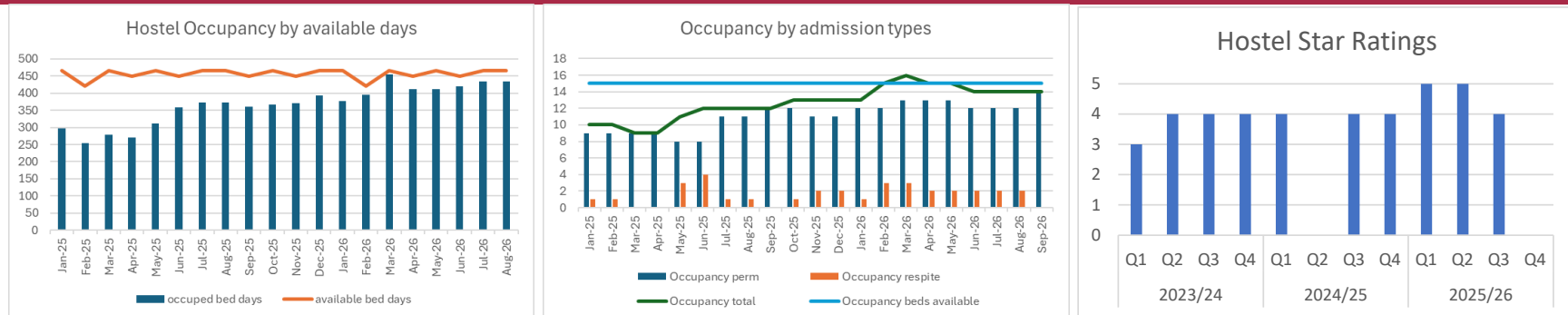
SCOPE OF WORKS	% COMPLETE	SCOPE OF WORKS	% COMPLETE	SCOPE OF WORKS	% COMPLETE
1. 6 BED EXTENSION		3. KITCHEN ROOM/STORE REWORK		Electrical	0%
Preliminaries	30%	Site Prep/Civil	0%	Mechanical	0%
Site Prep & Civil	95%	Carpentry	0%	Fire	0%
Timber Construction	80%	Plasterwork	0%	5. LAUNDRY AND PAN	
Structural Steel	100%	Insulation	0%	Preliminaries	10%
Insulation & Sarking	0%	Timber Doors & Frames	0%	Site Prep & Civil	0%
Roofing	0%	Painting	0%	Demolition	50%
Cladding	0%	Timber Fixtures	0%	Timber Construction	0%
Aluminium Windows & Doors	0%	Plumbing & Drainage	0%	Insulation & Sarking	0%
Timber Doors & Frames	0%	Floor Linings	0%	Cladding	0%
Glazing	0%	Electrical	0%	Aluminium Windows & Doors	0%
Wall Linings	0%	Fire Services	0%	Timber Doors & Frames	0%
Ceiling Linings	0%	Mechanical	0%	Wall Linings	0%
Floor Linings	0%	Other	0%	Ceiling Linings	0%
Tiling	0%	4. DINING EXTENSION		Floor Linings	0%
Painting	0%	Preliminaries	10%	Painting	0%
Timber Fixtures	0%	Site Prep/Civil Works	5%	Timber Fixtures	0%
Plumbing & Drainage	15%	Timber Construction	0%	Plumbing & Drainage	0%
Electrical	20%	Steel - Structural	0%	Electrical	0%
CCTV Security & Nurse Call	0%	Insulation & Sarking	0%	Mechanical	0%
Mechanical	0%	Roofing	0%	Fire	0%
Fire	0%	Cladding	0%	Other	0%
Other	0%	Aluminium Windows & Doors	0%	6. EXTERNAL ELEMENTS	
Fire Services Dry	0%	Timber Doors & Frames	0%	Rebuilding of Carports, BBQ Shelter & R3.10	0%
2. FIRE PLANT AREA		Wall Linings	0%	Fencing & Gates including Secure Gates	0%
Concrete works	0%	Ceiling Linings	0%	Hardscaping Paving & Gopher Area	0%
Electrical	0%	Floor Linings	0%	Electrical Works	0%
Fire Services	0%	Painting	0%		
Timber Fixtures	0%	Timber Fixtures	0%		



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



Bidgee Haven – Service Metrics





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.

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.

Accountabilities

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

Accountabilities

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

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

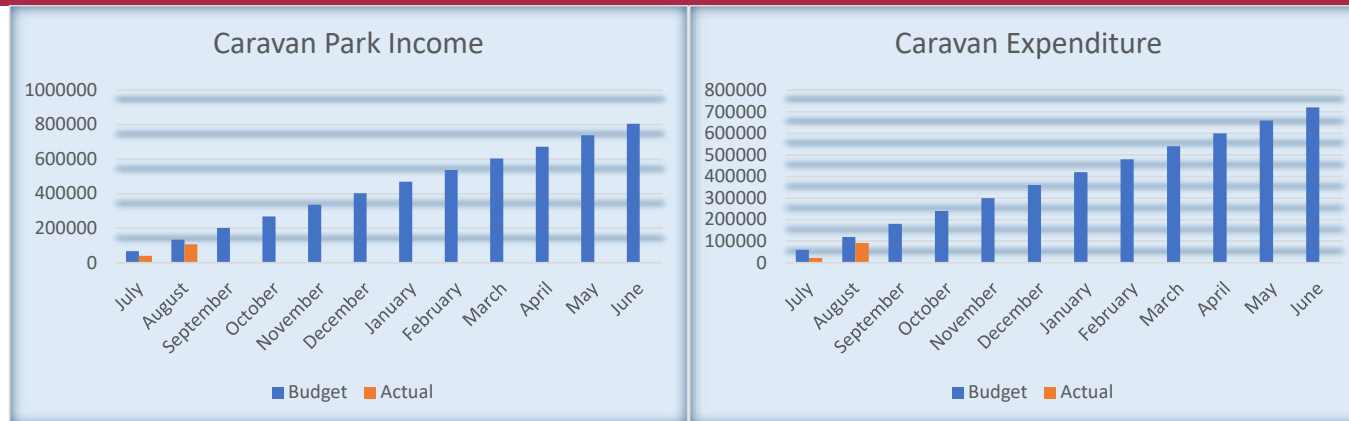




Balranald Shire Council Monthly Operational Report – August 2026 Community & Governance

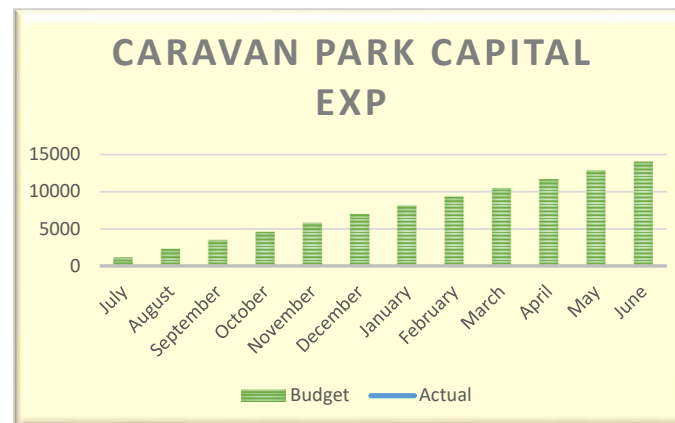
Caravan Park

Financial Data



Financial Summary

Both Income and Expenditure actuals are slightly lower than budgeted as this is a quieter time of year. The drop off in major projects in the area combined with high costs of living and fuel are also impacting on tourism numbers.



Capital works at the Caravan Park have not yet commenced this year.



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

Caravan Park - Business as Usual

Occupancy Rates

While occupancy numbers for powered sites at the Caravan Park were slightly up for the month, thanks to travellers to the Mundi Mundi Bash, occupancy rates for unpowered sites were down as a result of the wet weather making many sites inaccessible and as a number of sites are still not available as a result of the levee bank works. Cabin occupancy rates were also down due to a drop off in major project work around the region and due to maintenance issues with a number of cabins. As we move into Spring, numbers should start to pick up, as long as petrol prices stay reasonable and insurance rates don't put further pressure on cost of living.

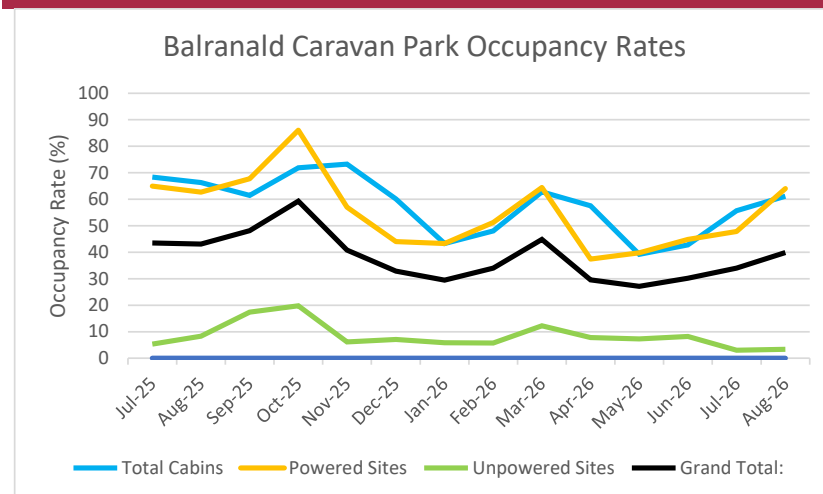
Maintenance

Reactive maintenance issues continue to be a key issue at the Caravan Park. These issues continue to be across a range of issues including: lighting replacements, water leaks, plumbing problems in cabins and the amenities block, broken air conditioners and water leaks. Over the next month work will be done to better track maintenance issues and develop a schedule for maintenance works for the balance of the year. Service metrics on these stats will be included in future reports.

Long Term Plan

The Caravan Park Plan of Management is currently on exhibition. Once adopted, Council will be able to commence the process to outsource the Caravan Park, in line with Council's direction to secure a long term tenant that can properly invest in new assets for the Park. By providing a suitably long term lease, it is envisaged that the Park will be attractive to a large scale investor that can invest the money needed into new assets for the Park, to maximise its potential to attract visitors to the town. Once the Plan of Management is finalised, the next step is to appoint a consultant to coordinate the outsourcing process on behalf of Council. The successful Consultant will have extensive experience in Caravan Park sales to obtain the best outcome for Balranald Shire.

Caravan Park – Service Metrics





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

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.

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



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

Economic Development/ Tourism & Community

Financial Data



Financial Summary

Actual income and expenditure are a little under budget. This is partly due to this time of year being the quieter time for tourists, and the impact on tourist travel due to cost of living and fuel prices.

Economic Development/ Tourism & Community - Business as Usual



L-R: Industry & Tourism Networking event in Wentworth Shire; David Malin Awards Astrophotography Exhibition at Discovery Pavilion; First draft of the Lake Benanee Flyer.





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

Economic Development/ Tourism & Community - Business as Usual (cont.)

Tourism & Economic Development

- Attended at Industry & Tourism Networking event in Wentworth Shire to promote the Spirit of the West Loop project and network with Wentworth Council staff and Shire businesses
- Promotional activities to attract travellers to and from Mundi Mundi to stop, stay & shop in Balranald and surrounds including social media posts, distribution of flyers & adverts
- Planning of the upcoming Hop & Shop campaign with Ace Radio
- End of month tourism statistical report
- Ongoing implementation of tourism related projects – Walking trails in Balranald & Euston, the Spirit of the West Loop activities, Euston Town Entry Signs installed, Euston tourism collateral development, the Southern Cross Audio Visual project & the Lake Benanee upgrade project
- Release of the first draft Lake Benanee flyer to EPAC for feedback
- The Balranald Shire Visitor Guide sent to print
- One-on-one catch-ups with business operators including meetings with Mark Pergus from Homebush Hotel and Gerken Boys Fishing and Boat Hire
- Installation of new displays at the **Discovery Pavilion** including local Aboriginal artwork and locally made woodwork & scrap metal artwork and artwork by local artist, Jillian Hargrave. The fish tank was also installed housing the native Purple Gudgeon fish
- Installation of David Malin Astrophotography Exhibition in collaboration with SW Arts at the Discovery Pavilion for 3 weeks during August which attracted over 500 visitors

Community Engagement

- Attendance and engagement at the Southern Cross meeting
- Attendance and engagement at the Murrumbidgee Classic meeting
- Attendance and engagement at the Art Gallery meeting
- Attendance at the SCAIWAC Meeting
- Attendance at the TED Meeting
- Meeting with BFNC committee members in support of their grant application for an electronic scoreboard

Communications

- Fortnightly Tourism Staff meetings
- Responses to email/phone queries from external stakeholders
- Responses to email/phone queries from Government agencies
- Regular postings of happenings on social media platforms
- Dissemination of information at the weekly Management catch-ups
- Dissemination of information on the community social pages

- Tourism Update in Council's monthly newsletter
- Weekly notes to the CEO for his weekly radio interview

Events

- Coordination & Distribution of the Events Calendar
- Attendance at the opening of the Balranald Central School Inspiring Excellence Exhibition (photos taken and posted)
- Attendance at the Flying High Art Exhibition Opening (photos taken & posted)
- Support in staging and attending the Flying High "Jailbird" Progressive dinner event (photos taken & posted)
- Staging of the SW Arts "Songs from Sky Country" at the Discovery Pavilion which attracted travelling visitors an number of which stayed extra nights to attend the event (photos taken & posted)
- Attendance at the Community Connection dinner event at Kyalite (photos taken and distributed)
- Promotion of community events on community social pages
- Positive responses to event postings

Grants

- Provided support to the BFNC's submission to the Clubgrants Category 3 Infrastructure grant for an electronic scoreboard
- Notice of success of the Euston Clubgrant application for the Euston MultiCourt Precinct Works & Embankment
- Online meeting with DPIRD regarding upcoming NW SCP funding opportunities
- Online meeting with TfNSW regarding the Shire Entry Signs (SCCF5)
- Fortnightly meetings with Manager of Technical and Project Services to ensure deliverables of active grants
- Panel member for the Project Manager interviews
- Ongoing actions in delivering active grants
- Grant reporting activities including updating reports & documentation on CM
- Coordination of the Grant/Projects Report for monthly Council meeting

Governance/ Reporting

- Monthly Grants Report was submitted accurately & on time for Council papers as per Council agenda and attachments
- Attendance of the fortnightly Capital Projects meeting
- Submission of Tourism/Economic Dev section of MOR
- Attendance of Leadership Training Support Discussion
- Collation and assessment of end of month Tourism statistics
- Submission of Monthly-Check-In Assessment





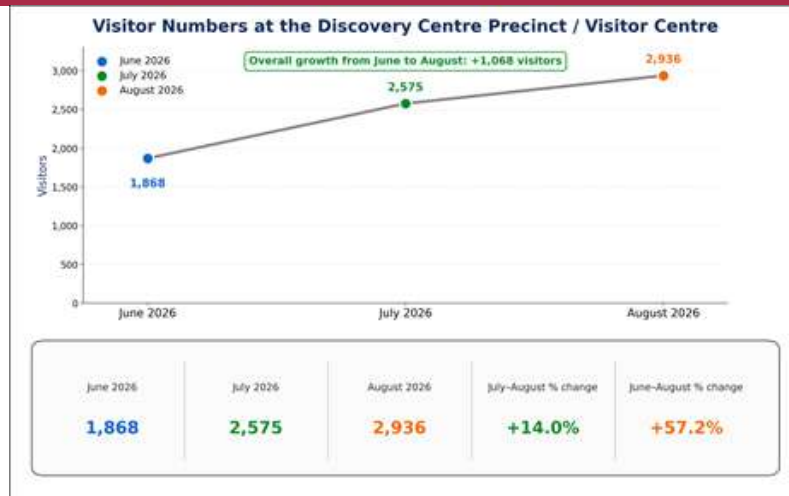
Balranald Shire Council Monthly Operational Report – August 2026 Community & Governance

Economic Development/ Tourism & Community - Business as Usual (cont.)

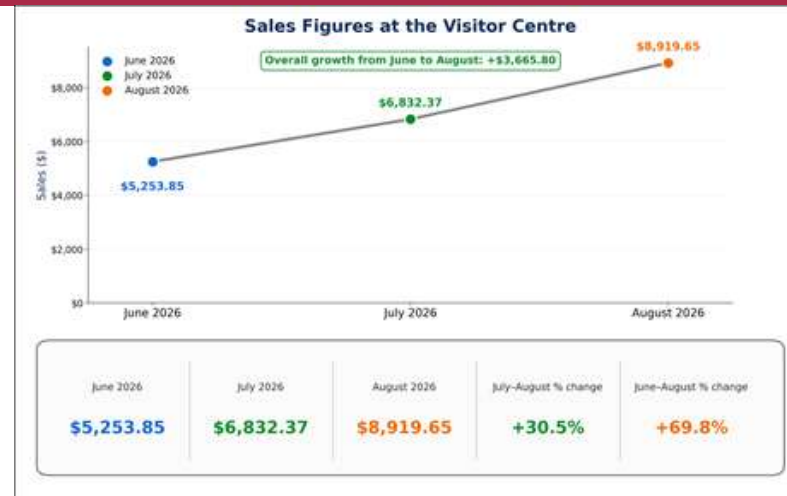


New displays at the Discovery Pavilion including local Aboriginal Art, locally made woodwork & scrap metal artwork, the fish tank housing the native Purple Gudgeon fish.

Economic Development/ Tourism & Community – Service Metrics



Visitor Numbers for August 2026 in comparison to the previous two months



Sales for August 2026 in comparison to the previous two months





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

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 Towes & 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		

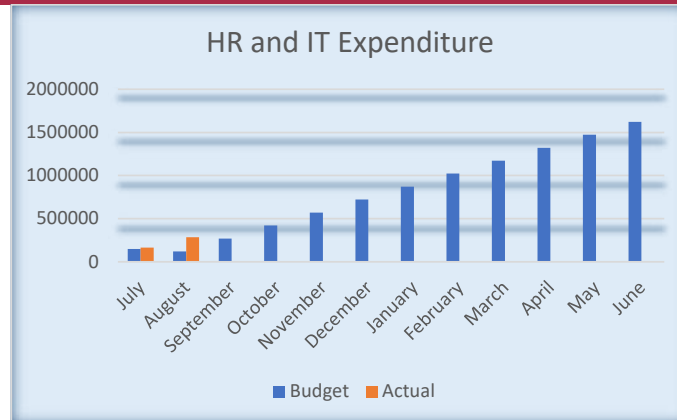




Balranald Shire Council Monthly Operational Report – August 2026 Community & Governance

Governance – Human Resources, Records Management & Information Technology

Financial Data _ Human Resources & Information Technology

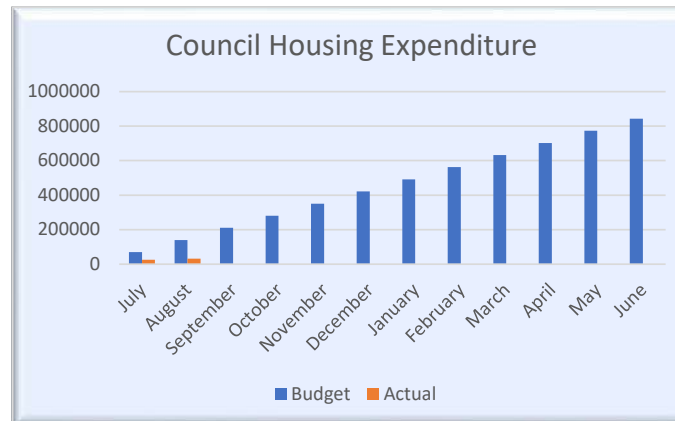
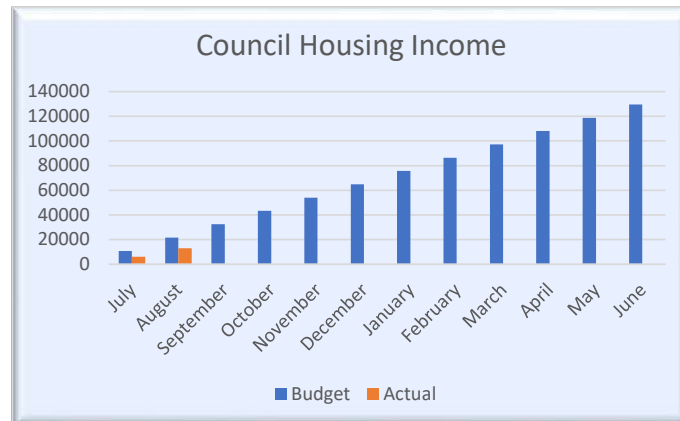


Financial Summary

Actual expenditure is on track. Showing a little over budget due to an annual subscription coming in early in the new financial year.

Too early to gain any meaningful trends.

Financial Data – Council Owned Properties including Council Housing



Financial Summary

Actual income and expenditure is showing a little under budget due to invoicing delay for the first few months of a new financial year.

Too early to gain any meaningful trends.





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

Governance – Human Resources - Business as Usual

Policy & Procedures

- Recruitment & Selection Policy & associated forms (in DRAFT being trialled)
- MyLeave Staff Information and FAQ – (Award changes) – Draft
- Updated Leave form (currently working on)
- Performance Management Policy & Procedure (currently working on)

Training & Conferences

Date	Title	Description
3 – 7/8/2026	OHS Representative Course	HSR training for all WHS Committee Members in person at Grenham Park Hall
12/8/2026	Leadership RTW & Safety Training	WHS & Risk Officer and Managers / Supervisors attended
14/8/2026	Chainsaw Training	New outdoor staff completed their competencies
19-21/8/2026	StateWide Risk Conference	WHS & Risk Officer and CEO attended & received Award: 2026 Risk Management Excellent Awards – Regional, Rural & Country Councils for Operational

Governance – Human Resources - Service Metrics

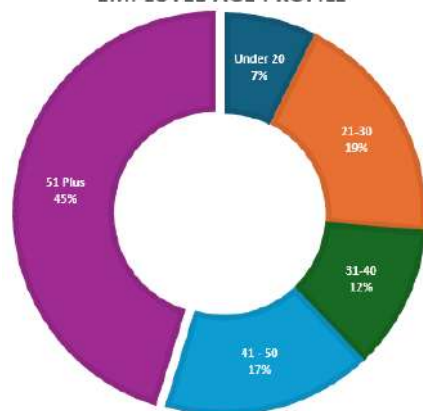
Advertised positions

- Casual Housekeeper – Caravan Park (ongoing)
- Caravan Park Reservations Officer (new PT Position) (closing 9 September)
- Registered Nurse (closing 25 September)
- Town Maintenance Officer (internal only)

Appointments:

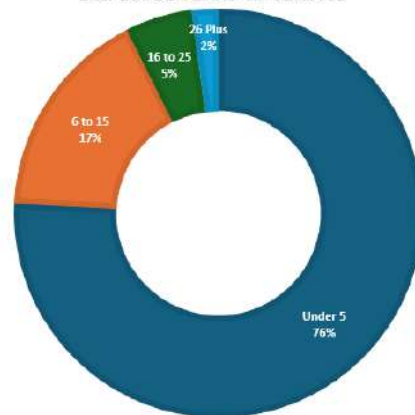
- Successful appointment of 2 casual General

EMPLOYEE AGE PROFILE



Equipment Operators to full time

EMPLOYEE YEARS OF SERVICE



Resignations/terminations:

- Casual Reservations Officer – Caravan Park
- Staff Updates (including internal changes)

	July 2026	August 2026
Offboarded	0	1
Onboarded	3	0
Turnover		-1
Internal Movement	1	2

	Number	Percentage
Male	58	61%
Female	37	39%
Indoor	38	40%
Outdoor	32	35%
Hostel	25	25%
Full-time	61	65%
Part-time	5	5%
Casual	24	25%
Seasonal	3	3%
Term Contract	2	2%
TOTAL STAFF	95	100%

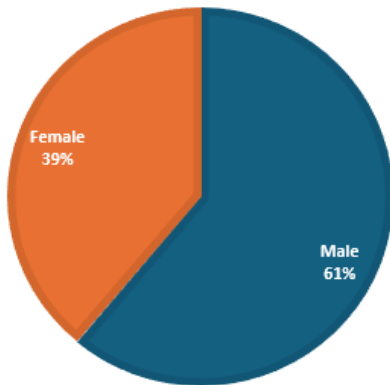




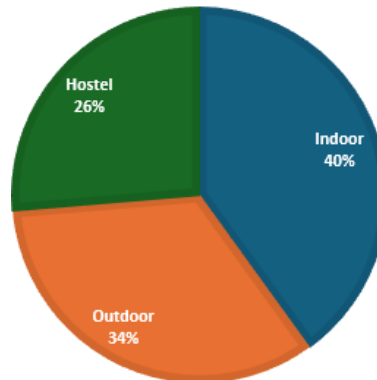
Balranald Shire Council Monthly Operational Report – August 2026 Community & Governance

Governance – Human Resources - Service Metrics (cont.)

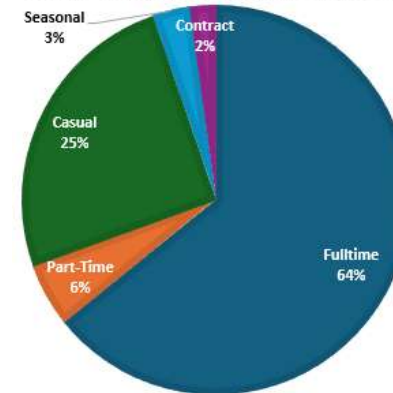
EMPLOYEE BY GENDER



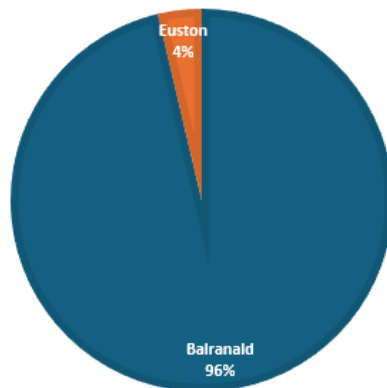
EMPLOYEE BY AREA



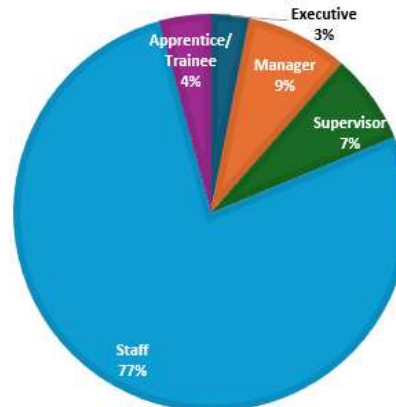
STAFF BY EMPLOYMENT STATUS



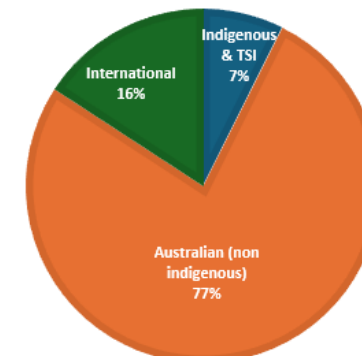
EMPLOYEE BY TOWNSHIP



EMPLOYEE BY LEVEL



EMPLOYEE CULTURAL DIVERSITY





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

Governance – Records Management & Information Technology – Business as Usual

Records Management

Supported compliance with Council records management policies, governance standards, and legislative requirements by ensuring emails, official communications, records, data, and information were accurately captured within the Content Manager (CM) system. Records and correspondence were reviewed, actioned, and promptly routed to the appropriate business areas and responsible officers, ensuring timely processing, effective information management, and adherence to organisational recordkeeping obligations.

IT Managed Service Provider – Request for Tender Project

Following the completion of the procurement and evaluation process for Council's Information Technology Managed Services contract, Charlie Mac & Associates has been formally appointed as Council's preferred Managed Service Provider. Contract negotiations and transition planning have been completed, with service commencement scheduled for 1 October 2026. The project remains on track in accordance with the approved transition timeline, with preparatory activities underway to support a smooth handover of services.

Cyber Security

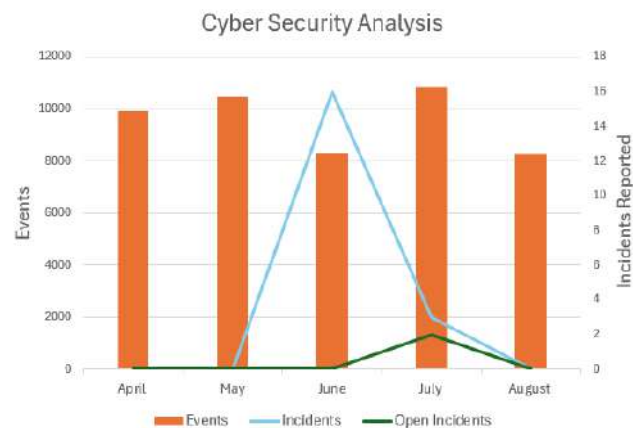
A total of 8,281 security events were monitored, triaged and analysed during the reporting period by Council's Security Operations Centre (SOC). Following assessment and investigation, no cyber security incidents were identified, and there are currently no open cyber security incidents affecting Council's systems or data. Council continues to maintain proactive monitoring and security controls across its technology environment to ensure systems, users and data remain secure and aligned with industry security standards.

Service Desk Performance

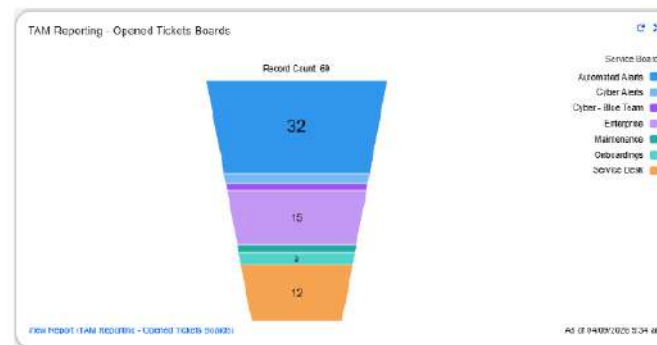
Service Desk activity increased during August 2026, with a total of 69 tickets logged across multiple service categories, including automated alerts, cyber security, maintenance, onboarding and service desk requests. The support team continued to provide timely assistance and operational support across Council's technology environment, ensuring service requests and technical issues were effectively managed throughout the reporting period.

Governance – Records Management & Information Technology - Service Metrics

Records Management & Information Technology



Total Ticket logged in August 2026





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

Library

Librarian

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

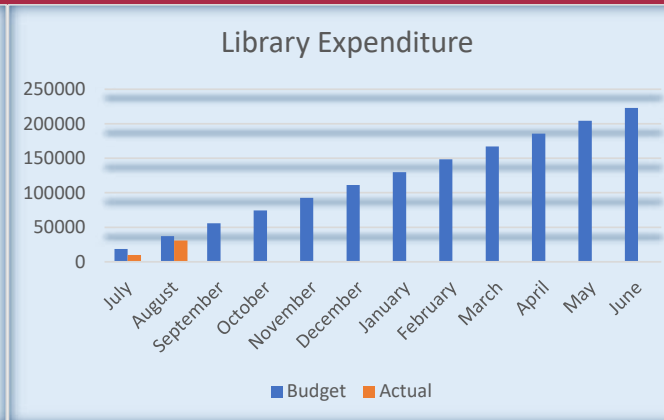
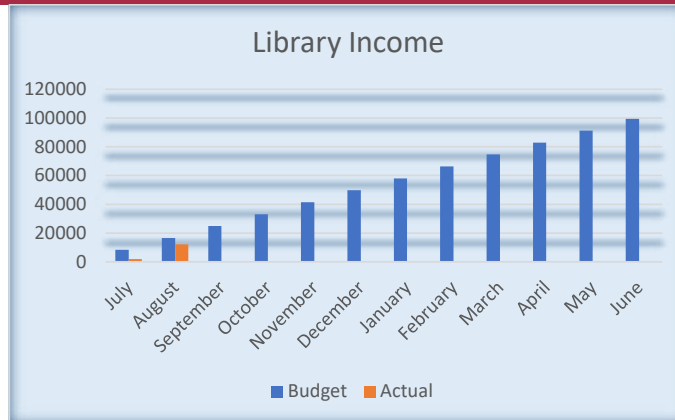




Balranald Shire Council Monthly Operational Report – August 2026 Community & Governance

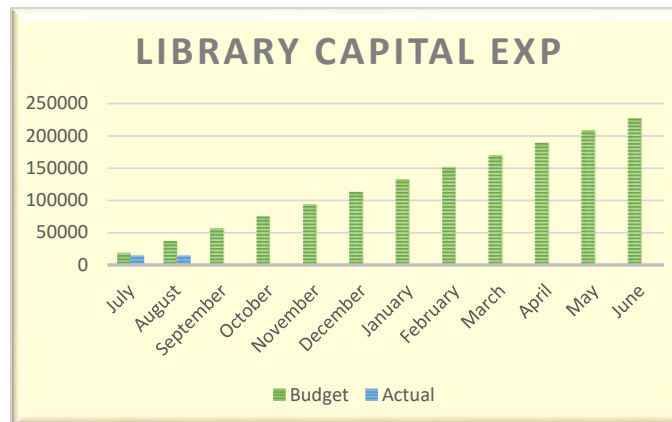
Library

Financial Data



Financial Summary

Income and Expenditure actuals are sitting within budget limits.



Capital Works are yet to commence this financial year.





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

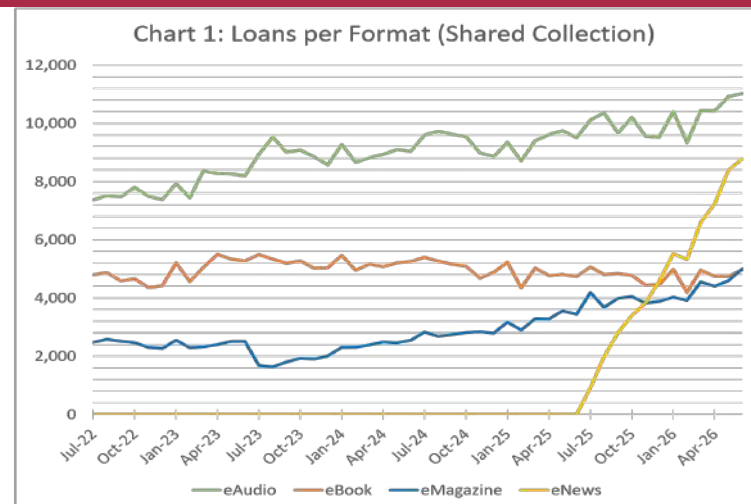
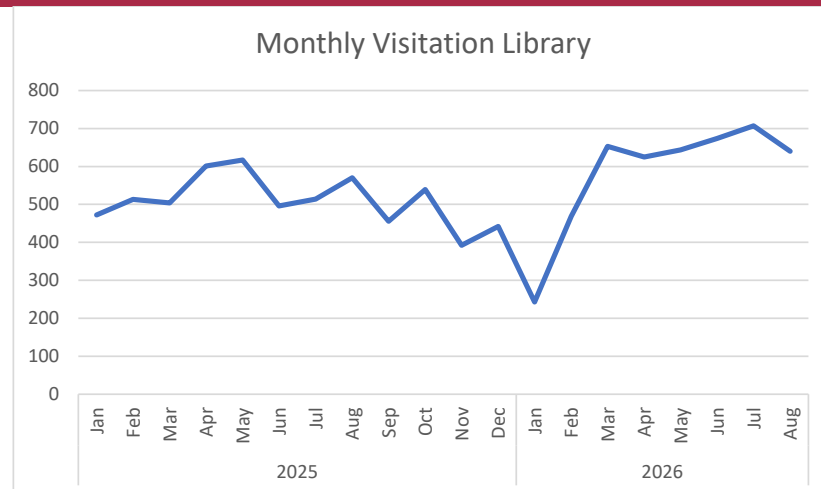
Library - Business as Usual

Key activities at the Library this month included:

- Currently reviewing State library NSW Amendments to library Act 1939 library rules and regulations
- Book Week – This year's event was focused of the youth by the use of music and lyrics. Book Week 2026 theme - symphony of stories
- Risk assessment for book week - Done safe site not operational as per WHS officer meeting
- Continued delivery of programs for DIL, After School, Youth, Seniors Group, Parents Group and Corporate visiting groups. Corporate visits increased this month
- Continued delivery of stage 3 & 4 Library Infrastructure Grants which support community growth and service performance
- Leadership and Supervising role – workplace support for casual Jackie Ting to gain her Cert 3 and continued support for three youth volunteers providing feedback as required too organising systems
- Justice of the Peace (JP) and technology services increased
- The new toilet sign outside also helped increased traffic

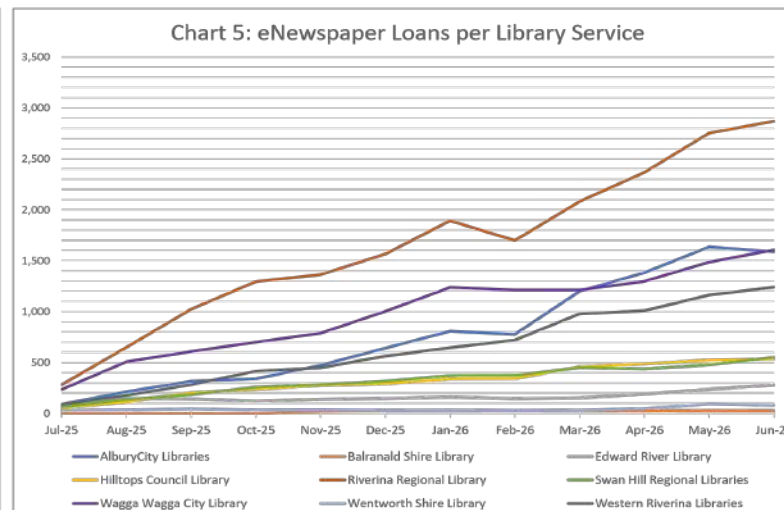
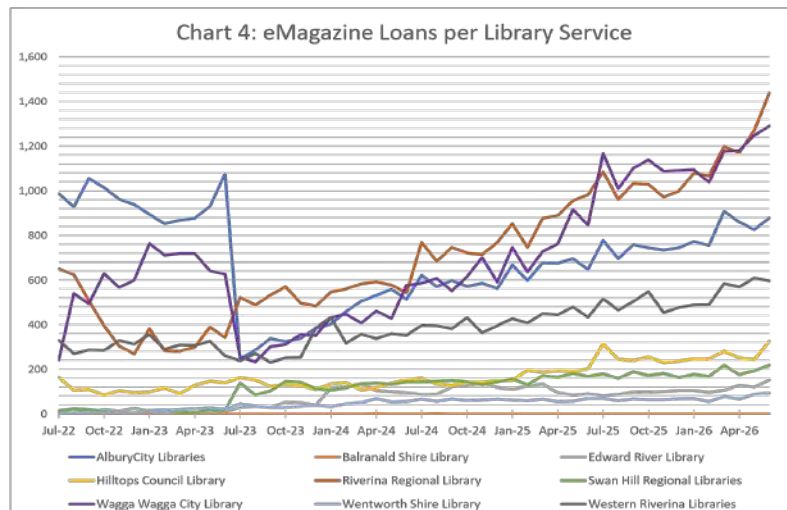
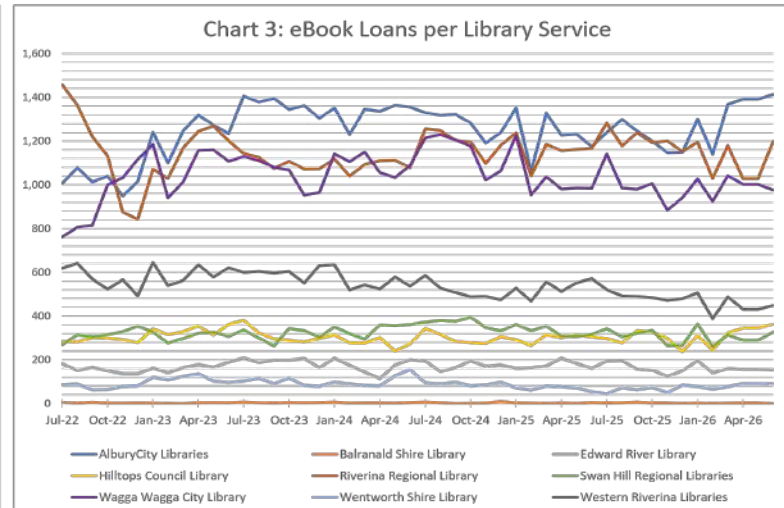
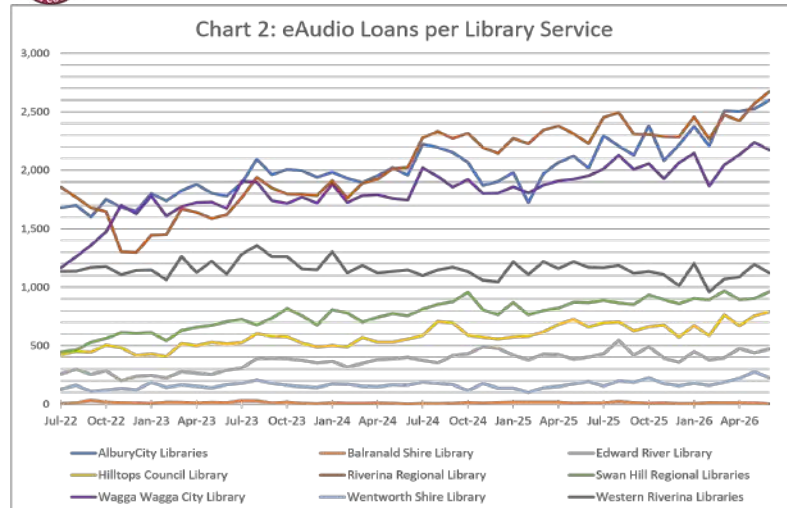
August, September and November will see a focus on increasing the new online app presence with community information sessions and training in how to use and navigate the new LMS app. Balranald shire library in part of the South West zone Digital library – Borrow box consortia since 2015. The Balranald numbers shown below are provided by the consortia yearly and recorded with State library. Borrow box has not been promoted within Balranald due to the struggle with local connections and technology. As Balranald pushes forward with connectiveness through upgrades such as NBN services the opportunity to grow our presence with continue and yearly results will increase.

Library – Service Metrics





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





Meeting	Officer/Director	Section	Subject
Council 21/07/2026 Resolution 2026/156 Moved: Cr Iain Lindsay-Field Seconded: Cr Alison Linnett 1. That the Minutes of the Tourism & Economic Development Advisory Committee meeting held on Wednesday 27 May 2026 be received and noted; 2. That Council consider organising an open day to clean up the Balranald gaol; and 3. That a further report on the operational expenses be provided for the council to consider.	Beauliv, Hodi	Committee Reports	Tourism & Economic Development Advisory Committee - held on Wednesday 27 May 2026
CARRIED			
Meeting	Officer/Director	Section	Subject
Council 21/07/2026 Resolution 2026/159 Moved: Cr Alison Linnett Seconded: Cr Iain Lindsay-Field That Council: 1. Approve the Keeping of Animals policy and the Pedestrian/Shared Path policy to be: (a) Publicly exhibited for a period of 28 days to invite public submissions; and (b) Adopt the plan immediately following the exhibition period, if no significant public submissions are received.	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Review of Council Policies
CARRIED			
Meeting	Officer/Director	Section	Subject
Council 21/07/2026 Resolution 2026/177 Moved: Cr Iain Lindsay-Field Seconded: Cr Phillip Pippin That Council: 1. Receive and note the status update on the damage to the Royal Theatre Building and 2. Request Council staff to provide a detailed report on options to clean up the property at 92 Market Street, Balranald with estimated costings	Beauliv, Hodi	Confidential Matters	Status Update on actions to address fire damage to the Royal Theatre Building
CARRIED			
Meeting	Officer/Director	Section	Subject
Council 16/09/2025 Resolution 2025/1 Moved: Cr German Ugarte Seconded: Deputy Mayor Dwaine Scott That Council defer the policies to a workshop for discussion.	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Review of Council Policies
CARRIED			
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			



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

As workshops are now allowed again with the recission 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 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.	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Discovery Centre Cafe Lease Agreement
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 21/10/2025 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.	Beauliv, Hodi	Confidential Matters	Balranald Shire General Practice (GP) Services
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.			



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

Part E: Executive Summary

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



L-R: Opening of Art Exhibition at Balranald Consolidated School (BCS), Mayor Louie Zaffina, Opening the Balranald Gallery Flying High Exhibition, Balranald Art Gallery “Flying High Progressive Dinner at the Old Gaol and Sue and Charlie Giansiracusa’s



L-R: Flyer & Advert for the Mundi Mundi Social Media and print media promotion; Photos from the “Songs from Sky Country” event at the Discovery Pavilion; new Euston Town Entry Sign





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



L-R: Euston White Ribbon Information Session; Australian Local Government Women's Association (ALGWA) with Minister Kristy McBain MP, Conference session & Key Note Speaker Annabelle Crabbe



L-R: Local kids rocking out to Book Week "Symphony of Stories" at the Library with the Benny Mayhem band; Recognising our hard working staff at the Hostel for Aged Care Employee Day, Hostel Residents out and about in the Hostel Bus inspecting the local crops, Bubble Blowing in the garden on a beautiful winter's day at the Hostel





FINANCE

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.

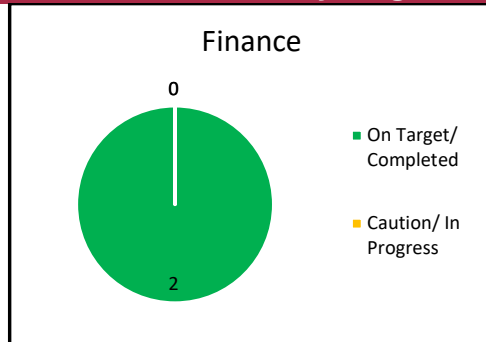
SBPO	Accountability	SBPO	Accountability
S	Financial Appraisals	B	Accounts Payable
S	Financial Services	B	External Audit
S	Payroll	B	Uniforms
S	Customer Service	B	Venue Hire Management
S	Procurement	P	External Audit
B	Financial Appraisals	P	Finance Systems and Processes
B	Property Management	P	Investment 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 LTFP
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



Balranald Shire Council Monthly Operational Report – August 2026

Finance

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; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

Status: 🟢 - On Target/Completed 🟡 - Caution/In Progress 🔴 - Critical/Intervention Needed

PILLAR 6: Our Council

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - LTFP is being presented to Council this (August) meeting. It has been strengthened since the introduction of the LTFP last year, however still much more development to come. Once the Asset Management Plans are complete, we will then integrate the plans	🟢
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 - Revenue opportunities have been identified in the Waste area and at present work is being done to ensure the revenue stream is captured - Smart meter roll out is going to present efficiencies and will ensure better management and timeliness, in turn cost savings - Further meetings have been held with stakeholders in the waste space and work to secure future lease for Euston facility has begun. Efforts continue to streamline efficiencies through new processes around Balranald facility	🟢



Balranald Shire Council Monthly Operational Report – August 2026

Finance

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

Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – August 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





Balranald Shire Council Monthly Operational Report – August 2026

Finance

Chief Finance Officer

Financial Data



Financial Summary

Income remains on target, showing high income due to levy being raised in July.

Actual expenditure is sitting within expected budget.



No Capital works have commenced.

Finance

😊 On Target/Completed ⚠️ Caution/In Progress 😡 Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – August 2026

Finance

Finance– Operational Update

- Rates and Water levies complete and mailed within legislated timeframe
- Rates arrears currently sitting at 10.02%
- End of financial year roll process complete and all statutory requirements have been submitted on time
- Training for Magiq (management software) took place over two days on site
- Work has begun for Financial Statements
- Grants/Projects working group being redeveloped for smooth management of projects.

Finance– Service Metrics

Balranald Shire Council - Statement of Rates and Charges								
As at 31-Aug-26								
Income Category	Arrears 30 June 2026	2026/27 Net Levy	Total Receivable	Amount Collected as at 31 August 2026	Collection as a % of Total Receivable	Total Balance Due	Total Balance Due as a % of Total Receivable	Net Arrears a % of Net Levy 31-Aug-26
General Fund Rates incl Interest / Legal charges	\$494,672.30	\$4,185,684.45	\$4,680,356.75	\$1,981,972.13	42.35%	\$2,698,384.62	57.65%	11.10%
Waste Management Charges	\$73,381.85	\$603,146.77	\$676,528.62	\$226,696.18	33.51%	\$449,832.44	66.49%	11.24%
Stormwater Levy Charges	\$3,250.94	\$19,781.30	\$23,032.24	\$6,387.13	27.73%	\$16,645.11	72.27%	15.39%
Water Fund - Access Charges	\$135,500.95	\$1,076,816.81	\$1,212,317.76	\$435,933.15	35.96%	\$776,384.61	64.04%	11.91%
Sewerage Fund - Annual Charges	\$107,471.36	\$873,831.37	\$981,302.73	\$367,855.16	37.49%	\$613,447.57	62.51%	11.61%
Subtotal	\$814,277.40	\$6,759,260.70	\$7,573,538.10	\$3,018,841.75	39.86%	\$4,554,696.35	60.14%	12.05%
Water Fund - Consumption Charges	\$151,262.91	\$183,335.75	\$334,598.66	\$144,906.58	43.31%	\$189,692.08	56.69%	100.53%
Sewerage Fund - Usage Charges Non Residential	\$3,891.69	\$5,972.78	\$9,864.47	\$4,043.87	40.99%	\$5,820.60	59.01%	136.49%
Subtotal	\$155,154.60	\$189,308.53	\$344,463.13	\$148,950.45	43.24%	\$195,512.68	56.76%	101.67%
	\$969,432.00	\$6,948,569.23	\$7,918,001.23	\$3,167,794.20	40.01%	\$4,750,207.03	59.99%	13.78%

Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

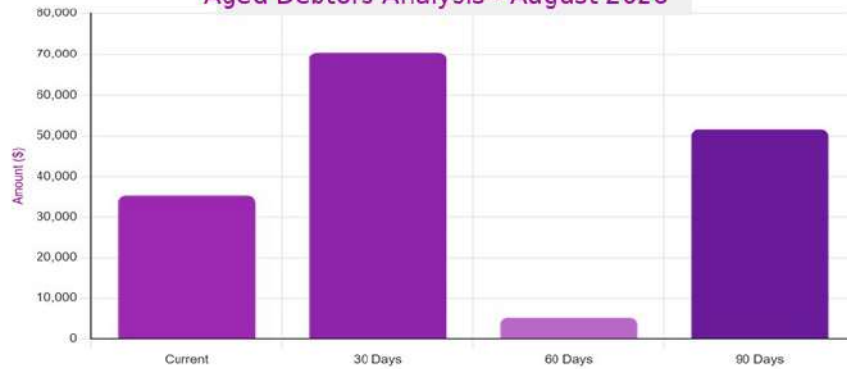
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Balranald Shire Council Monthly Operational Report – August 2026

Finance

Aged Debtors Analysis - August 2026



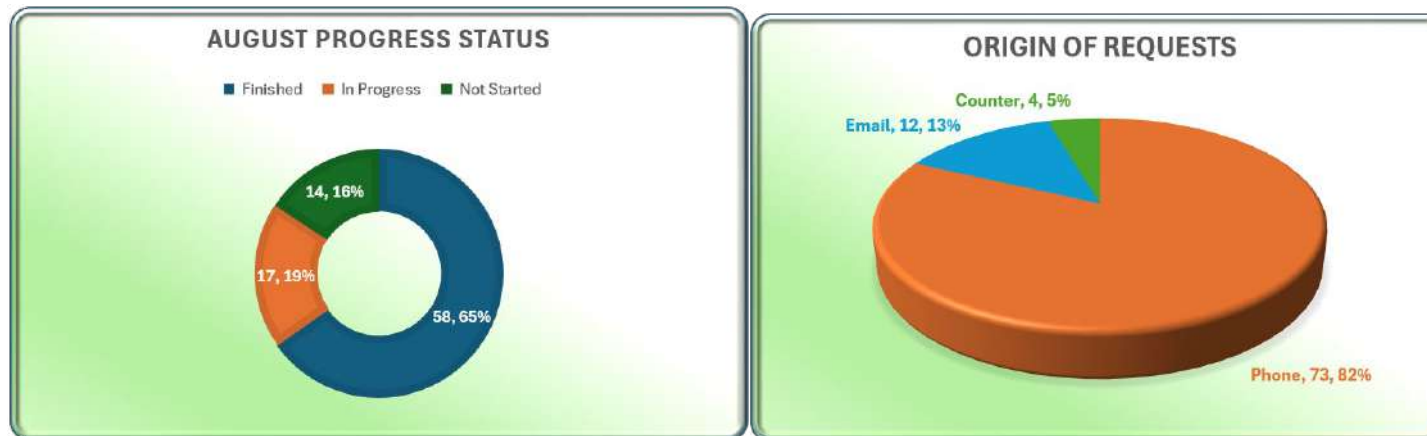
Arrears at 31 July 2026					
366+ DAYS	181-365 DAYS	31-180 DAYS	1-30 DAYS	Current	Total
ARREARS	ARREARS	ARREARS	ARREARS	not yet due	
\$401,857.47	\$185,140.89	\$321,355.60	\$5,734.85	\$6,733,208.26	\$7,647,297.07

Outstanding Rates and Usage Charges

	Outstanding as at 31 July 2026
Rates & Charges	\$7,329,650.95
Water & Sewer Usage Charges	\$317,646.12
TOTAL	\$7,647,297.07

	Balance Outstanding August 2026
Rates & Charges	\$4,554,694.36
Water & Sewer Usage Charges	\$195,512.68
TOTAL	\$4,750,207.03

Service Request Metrics



Finance

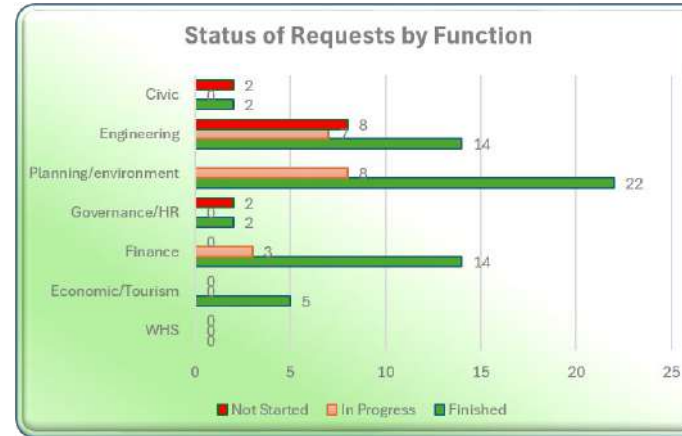
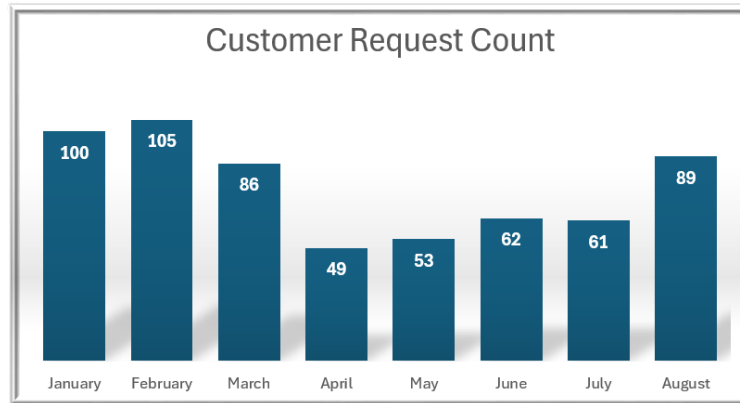
😊 On Target/Completed ⚠️ Caution/In Progress 😡 Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – August 2026

Finance



Part D: Actions Register

Nil

Part E: Executive Summary

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

A huge milestone reached — **financial statements** are **complete**, the final audit is underway, and thanks to everyone's discipline and hard work we've delivered a **surplus** and brought the general fund back into the black. A genuinely **outstanding team achievement** worth celebrating!

Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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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.

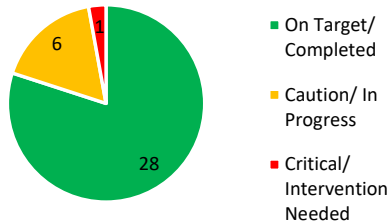
SBPO	Accountability	SBPO	Accountability	SBPO	Accountability
S	Ensure compliance with all relevant legislation and statutory instruments	S	Line management of the Building Maintenance Officer	B	Monitor portfolio performance; track KPIs and corrective actions
S	Provide advice and coordination support	S	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		



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

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; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

Status: 🟢 - On Target/Completed 🟡 - Caution/In Progress 🔴 - Critical/Intervention Needed

PILLAR 1 Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
1.1.1.1	Research and develop Streetscape Masterplans for Balranald and Euston (including an Irrigation Strategy)	Mgr Planning & Enviro (MPE)		X	X	X	- Not due for commencement until 2026/27. - Irrigation Strategy under procurement in 2025/2026 - Existing village, township and main street planning provides a strong foundation for this action. Future masterplanning should build upon existing work and align with irrigation planning outcomes.	🟢
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 - An existing Tree Policy is already in place and work is focused on review, refinement and implementation priorities. Outcomes will support future public realm, streetscape and urban greening initiatives.	🟢
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 - This action is being assessed through Council's broader aquatic facilities and swimming pool review. A discussion paper is being scoped to inform future aquatic infrastructure and service delivery options.	🟢
1.1.3.4	Apply all ability and child friendly / child developmental lens to all municipal playgrounds, consider purpose formed parents' groups to inform decisions	MPE	X	X	X	X	- All new infrastructure projects and/or infrastructure upgrade projects must meet "accessibility for all" criteria - Criteria applied to Balranald Lions Park upgrade project	🟢

Planning & Environment

🟢 On Target/Completed 🟡 Caution/In Progress 🔴 Critical/Intervention Needed

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

							Accessibility and inclusion principles continue to be embedded into planning, public realm and infrastructure projects. This remains an ongoing service standard rather than a standalone 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 - Improvement opportunities have been identified through previous planning work. Delivery will require coordination with Technical Services & Projects and future capital works funding.	🟡
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 - Public health, environmental health and statutory compliance functions continue through normal operations. Compliance monitoring remains a core Directorate responsibility.	🟢
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 - Ranger services continue to provide community education, compliance and companion animal management activities.	🟢
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 - Community Strategic Plan outcomes and previous engagement activities continue to guide planning decisions and policy development.	🟢
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 - Sustainable development principles continue to be applied through planning assessments, policy reviews and strategic advice.	🟢

PILLAR 2 Our Community

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - Progression remains dependent on completion of RAP processes and establishment of formal engagement structures. MPE's future role will focus on planning, mapping and heritage inputs.	🟢





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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - This action remains appropriately scheduled for a future stage of the Delivery Program and will require specialist heritage expertise.	😊
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 - Future activity remains dependent on broader First Nations engagement frameworks. MPE's contribution is expected to focus on planning, heritage and land use matters.	😊

PILLAR 3 Our Economy

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - Progress remains linked to completion of the Settlement and Housing Strategy, which will provide the evidence base for future planning decisions.	😐
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 - Renewable energy and mining-related land use impacts continue to be monitored and assessed primarily through the SW REZ projects and studies	😐
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 - Future land-use planning should build on Settlement and Housing Strategy outcomes and is likely to require specialist consultant support.	😊
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 - Further investigation should occur following completion of housing strategy work and assessment of local housing demand.	😊





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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - Future investigations should align with housing, settlement and tourism priorities and involve Economic Development stakeholders.	😊
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 - This action is dependent on Housing Strategy implementation and additional strategic planning capacity.	😊

PILLAR 4 Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - The Housing Strategy remains the Directorate's highest strategic planning priority and will guide future housing, growth and land-use decisions.	😊
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 - Strategic planning capacity remains below the level required to deliver the full growth and housing program	😞
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 - Future LEP amendments will follow Housing Strategy outcomes and require additional strategic planning capacity.	😊
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 - Future implementation will depend on Housing Strategy recommendations, partnerships and government funding opportunities.	😊
4.2.2.2	Planning information resources and sessions are developed and delivered across the LGA increasing understanding of the planning and development application process	MPE		X	X	X	- Not due for commencement until 2026/27 - Subject to resourcing - Community education activities remain appropriately sequenced after completion of core strategic planning projects.	😊





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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - Future implementation would require broader community support mechanisms and organisational commitment.	😊
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 - Current activity is focused on evidence gathering and issue identification to support future advocacy.	😐

PILLAR 5 Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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 - Community priorities continue to guide planning reviews and policy development.	😊
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 - Environmental compliance responsibilities continue through existing operations, Asset Management planning and regulatory functions.	😊
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 - Future project development should focus on restoration priorities and funding opportunities.	😊
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 - Existing biosecurity resources provide a platform for this work. The strategy will establish future weed control and landholder engagement priorities.	😊
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	MPE	X	X	X	X	- Scope and schedule for this work to be confirmed (TBC) - Monitoring and evidence gathering remain the immediate focus in conjunction with relevant agencies and infrastructure functions.	😐





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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
	requires regular water contamination testing by mining industry							
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 • Future environmental planning controls will be reviewed through strategic planning processes and Housing Strategy outcomes.	🟡
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 • Council continues to support sustainability objectives through policy direction while considering future implementation pathways.	🟢
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 • Delivery would benefit from dedicated sustainability or environmental program capability.	🟢
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 • Future campaigns are likely to depend on grant funding and external partnerships.	🟢
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 • Progression will require collaboration with waste operations and infrastructure functions, with no dedicated funding currently identified.	🟢





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

Accountabilities

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



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

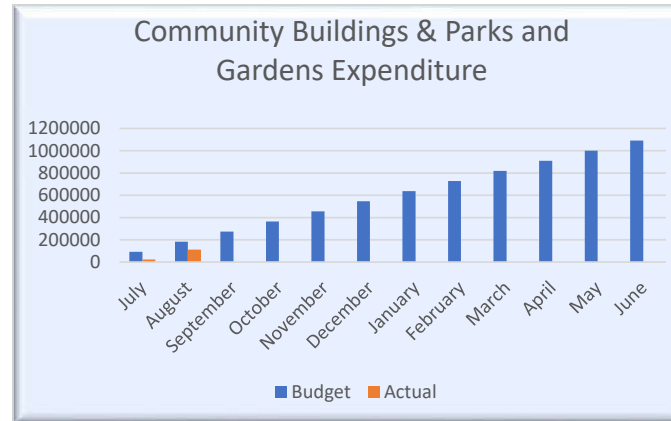
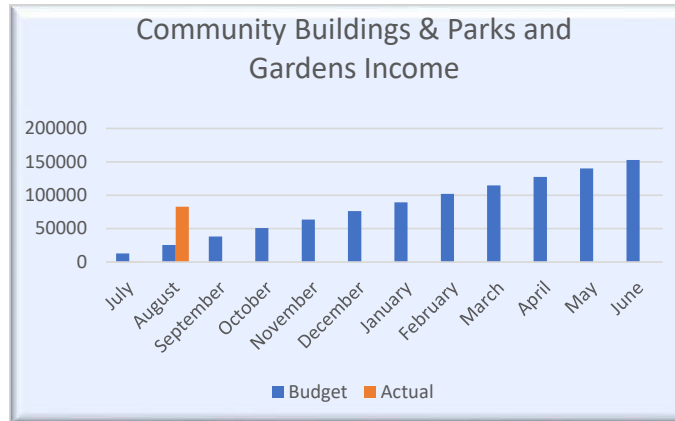
Accountabilities

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



Planning & Environment

Financial Data – Community Buildings & Parks & Gardens

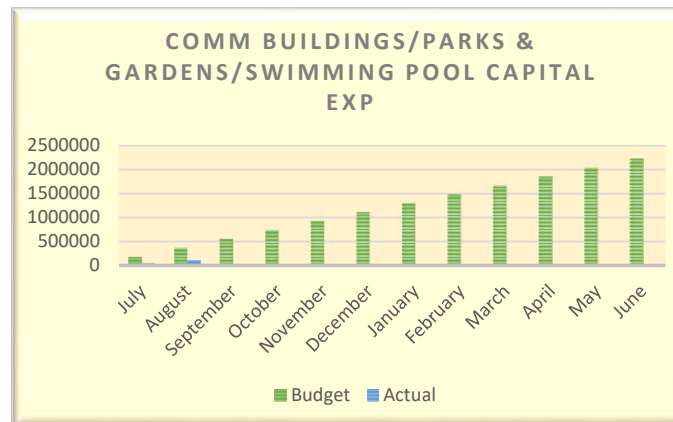


Financial Summary

Income is high this month due to a grant being received.

Actual expenditure is showing a little under budget due to invoicing delay for the first few months of a new financial year.

Too early to gain any meaningful trends.



Capital Expenditure is yet to kick off for this financial year.



Balranald Shire Council Monthly Operational Report – August 2026

Planning & Environment

Financial Data – Health, Building & Town Planning



Financial Summary

Actual income and expenditure is showing a little under budget due to invoicing delays for the first few months of a new financial year.

Too early to gain any meaningful trends.

Statutory Planning, Building & Environmental Health

Building Surveying, Environmental Health & Statutory Planning – Business as Usual

The August reporting period involved delivery of statutory planning, environmental health, building certification, compliance investigation, Crown Land administration and property-related functions across a diverse portfolio of operational and regulatory matters.

Significant effort was directed towards environmental health activities including drinking water sampling, food recall monitoring, EPA waste reporting, trade waste assessments, contamination investigations and food regulation matters. Building surveying functions included inspections, certification activities, occupation certificates, construction certificate reviews and customer enquiries. Statutory planning responsibilities included planning certificates, development assessment support, planning advice and Crown Land related matters.

Considerable officer time was also allocated to priority corporate and regulatory projects including the Garreffa Parade compliance investigation, GoFarm contamination assessment review, ANC Liquid Waste grease trap waste proposal, Theatre Royal insurance and rebuilding matters, ESI operational land licensing activities and EPA annual waste reporting obligations. Operational support activities associated with Council facilities, swimming pool planning, asset maintenance coordination and internal management requests were also undertaken throughout the reporting period.

Key Achievements

- Completed nine Section 10.7 Planning Certificates during August
- Completed and submitted the DA 17/2026 Council Report for authorisation
- Undertook monthly drinking water monitoring across Balranald and Euston water supplies
- Completed annual EPA waste reporting for both Balranald and Euston landfill facilities
- Assessed the ANC Liquid Waste grease trap waste proposal and provided recommendations
- Issued Occupation Certificates 03/2027 and 04/2027
- Authorised Construction Certificate 01/2027
- Processed DA Modification 1 to DA 29/2022
- Progressed ESI operational land licensing and Crown Land investigations
- Responded to Theatre Royal insurance claim requests and coordinated supporting investigations
- Continued progression of the Garreffa Parade compliance investigation and related regulatory matters



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

Building Surveying, Environmental Health & Statutory Planning – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Statutory Planning & Development Assessment	Planning certificates, development assessment support, planning advice, Crown Land planning matters, REFs and development enquiries	25%
Environmental Health & Regulatory Services	Drinking water monitoring, food safety regulation, food recalls, trade waste assessments, contamination matters and EPA reporting	25%
Building Surveying & Certification	Building inspections, certification functions, occupation certificates, construction certificates & customer enquiries	20%
Compliance Investigations & Regulatory Response	Garreffa Parade investigation, GoFarm contamination matter, overgrown land matters and associated compliance investigations	10%
Crown Land, Plans of Management & Strategic Projects	Caravan Park Plan of Management, ESI operational land licensing, Crown Land matters and REF projects	10%
Theatre Royal, Property & Asset Matters	Insurance claim support, rebuilding investigations, asset planning and property-related requests	5%
Administration, Reporting & Stakeholder Liaison	Reporting, management requests, meetings, correspondence and stakeholder liaison	5%

Key Performance Metrics

Core Activity	Measure	August Result
Statutory Planning & Development Assessment	Planning Certificates Processed	Nine Section 10.7 Planning Certificates completed
Statutory Planning & Development Assessment	Development Assessment Support	DA 17/2026 Council Report completed & submitted for authorisation. Planning advice provided on multiple development & land use matters
Environmental Health & Regulatory Services (EHRS)	Drinking Water Monitoring Program	August bacteriological and fluoride sampling undertaken across Balranald and Euston water supplies
EHRS	Food Safety & Food Recall Monitoring	Food recall notifications monitored, assessed and actioned, including public notification requirements
EHRS	Trade Waste Assessment	Assessment of ANC Liquid Waste grease trap waste proposal completed, with advice recommending refusal due to potential impacts on sewer treatment operations
EHRS	EPA Waste Reporting	Waste data obtained and annual EPA reporting completed for both Balranald and Euston landfill facilities
EHRS	Contamination Matters	Contamination matter reviewed and request for quote prepared for specialist contamination assessment review
Building Surveying & Certification	Building Inspections Undertaken	Multiple building and drainage inspections completed, including footing inspections, final inspections and sanitary drainage inspections
Building Surveying & Certification	Certificates & Approvals	Occupation Certificates 03/2027 and 04/2027 issued, Construction Certificate 01/2027 authorised and DA Modification 1 to DA 29/2022 processed
Crown Land & Strategic Projects	Crown Land & Licensing Matters	ESI operational land licensing & Crown Land matters progressed, including additional advice & tenure investigations
Property, Risk & Insurance	Theatre Royal Claim Support	Insurer requests addressed, site inspections undertaken, engineering investigations facilitated and supporting information provided
Compliance & Regulatory Response	Compliance Investigations	Garreffa Parade & related compliance matters continued, alongside overgrown land & environmental compliance enquiries

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Building Maintenance – Business as Usual

Nil

Building Maintenance – Service Metrics

Nil

Planning Administration – Business as Usual

Throughout August 2026, work focused on delivering statutory planning and certification services, maintaining regulatory and environmental health administration, progressing strategic planning projects, and improving records and reporting systems. Significant effort was directed towards development application administration, Council reporting, Housing Strategy and land management projects, tracker redevelopment, and supporting complex planning matters requiring strong governance, records management and stakeholder coordination.

Key Achievements

- Processed and coordinated a high volume of Development Application administrative tasks, including registrations, referrals, notifications and assessment support
- Supported preparation of significant planning reports, including Section 4.6 Variation, Caravan Park Plan of Management and MOR reporting
- Managed numerous customer enquiries, providing timely planning advice to applicants, consultants, government agencies and residents
- Administered multiple post-consent certification processes, including Construction Certificates, Occupation Certificates and Principal Certifier appointments
- Maintained Planning Portal records and certification documentation, supporting efficient regulatory processes
- Supported environmental health and regulatory functions, including food business registrations, trade waste enquiries and biosecurity administration
- Supported record keeping across Building Maintenance and Ranger operations through the ongoing maintenance of operational trackers and associated documentation

Planning Administration – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Duty Planning & Statutory Planning Support	Administration and support for development applications, referrals, Planning Portal management, planning advice, planning certificates, assistance with Council reports, planning research and support for complex planning matters.	30%
Regulatory Services Administration	Building certification administration, environmental health administration, trade waste matters, biosecurity and weeds program support, regulatory enquiries and customer requests.	15%
Strategic Planning & Land Management Projects	Support for strategic planning initiatives including Housing Strategy document assembly, Affordable Housing investigations, Caravan Park Plan of Management updates, REF exhibition processes and strategic planning research activities.	15%
Administration (Records, CM, Registers, Filing & Correspondence)	Extensive Content Manager administration, records management, document registration, file creation and maintenance, tracker updates, customer request management, correspondence processing, email management, records recovery and statutory register maintenance.	25%
Meetings / Coordination / Training	Staff support and coordination, customer service tracker meetings, project discussions, Council debriefs, DoneSafe training, onboarding and support for planning consultants, team administration and reporting coordination including MOR preparation.	15%

Key Performance Metrics

Core Activity	Measure	August Result
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Duty Planning & Statutory Planning Support	Development Applications processed or actively administered	Multiple DAs progressed through assessment, registration, correspondence, notifications and reporting processes
Duty Planning & Statutory Planning Support	Planning certificates support	Support provided for multiple Section 10.7 planning certificates
Duty Planning & Statutory Planning Support	Council reports prepared or supported	Support provided for Section 4.6 variation report, Caravan Park Plan of Management report and MOR report.
Duty Planning & Statutory Planning Support	Planning advice and customer enquiries	Responded to numerous planning enquiries from applicants, consultants, government agencies and residents regarding DAs, planning controls and development matters
Environmental Health & Regulatory Services Administration	Post Consent Certificate administration	Multiple applications processed, including Construction Certificates, Occupation Certificates, Principal Certifier appointments, portal updates and file management
Environmental Health & Regulatory Services Administration	Environmental Health and Regulatory Support	Trade waste enquiries support, Bird Flu response administration, Food Business Registration support and Biosecurity / Weeds administration completed
Strategic Planning & Land Management Projects	Strategic projects progressed	Caravan Park Plan of Management updated; Housing Strategy records assembled and land data information gathered; Affordable Housing investigations completed
Strategic Planning & Land Management Projects	REF exhibition activities completed	REF documentation for Council projects exhibited and distributed internally and externally
Strategic Planning & Land Management Projects	Strategic planning investigations	Review, research and supporting documentation assembled and provided for assessment
Administration (Records, CM, Registers, Filing & Correspondence)	Records management activities inc. registers & trackers	Content Manager administration including file creation, renaming, registration, document retrieval and folder management. Various registers and trackers updated throughout the month
Administration (Records, CM, Registers, Filing & Correspondence)	Correspondence management	Large volume of customer, consultant, agency and internal correspondence processed
Meetings / Coordination / Training	Staff support and mentoring	Ongoing support provided to staff through training, onboarding, records access, process guidance and workflow coordination
Meetings / Coordination / Training	Training attended	DoneSafe training completed

Strategic Planning – Business as Usual

The August reporting period focused on progression of Council's major strategic planning and strategic project initiatives, including the Housing Strategy, Housing Strategy Implementation Program, Pool / Greenham Park Master Plan, Cemetery Master Plan & Lots, Royal Theatre Post-Insurance Works, Implementation Study / Feasibility Program, Lake Benanee investigations, Weed Strategy and SW REZ-related planning matters.

Significant effort was directed towards consultant engagement, project establishment, feasibility investigations, strategic project governance, Council reporting and preparation of projects for implementation and delivery. Work also progressed on consultant onboarding, development of project work programs, assembly of background documentation, project governance and progression of strategic planning priorities. During the reporting period, Chris King commenced as Consultant Planner and assumed responsibility for several major strategic projects, including the Housing Strategy, Housing Strategy Implementation Program, Cemetery Master Plan & Lots, Implementation Study / Feasibility Program and broader strategic planning investigations. Extensive project records, consultation material and supporting documentation were assembled to support project delivery and implementation.



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Key Achievements

- Progressed review and refinement of the Housing Strategy in preparation for agency review and public exhibition.
- Established the Housing Strategy Implementation Program focused on housing delivery and implementation outcomes.
- Commenced feasibility investigations across multiple housing and accommodation opportunities.
- Compiled and organised background documentation, consultant submissions, consultation material and project records supporting Housing Strategy implementation activities.
- Advanced procurement and consultant engagement activities for the Cemetery Master Plan & Lots project.
- Progressed Pool / Greenham Park Master Plan investigations and supporting project research.
- Continued Royal Theatre Post-Insurance Works investigations and project coordination activities.
- Appointed and onboarded Chris King as Consultant Planner to support delivery of Council's strategic planning program.
- Developed project work programs, delivery priorities and governance pathways across the strategic planning portfolio.
- Prepared strategic project reports and updates for Executive and Council consideration.

Strategic Planning – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Housing Strategy	Review and refinement of the draft Housing Strategy, agency review preparation and exhibition planning.	20%
Housing Strategy Implementation	Housing delivery investigations, feasibility studies and implementation planning for priority housing opportunities.	20%
Pool / Greenham Park Master Plan	Master planning investigations, benchmarking, asset planning and project scoping activities.	15%
Cemetery Master Plan & Lots	Consultant engagement, procurement activities, lot planning and project establishment.	10%
Royal Theatre Post-Insurance Works	Strategic coordination, investigations and redevelopment planning activities.	10%
Implementation Study / Feasibility Program	Feasibility investigations associated with housing, accommodation and development projects.	10%
Lake Benanee Investigations	Strategic planning investigations, project reviews and development opportunity assessments.	5%
SW REZ Housing & Strategic Planning	Housing-related planning matters, strategic responses and formal notification activities.	5%
Weed Strategy	Strategic review, consultant liaison and project coordination activities.	Included across project activities
Companion Animals Policy	Policy review, development and implementation activities.	Included across project activities

Key Performance Metrics

Core Activity	Measure	August Result
Housing Strategy	Strategy Review	Draft Housing Strategy reviewed and progressed towards an exhibition-ready document.
Housing Strategy Implementation	Implementation Planning	Separate implementation program established to investigate housing delivery opportunities, funding pathways and project viability.

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Housing Strategy Implementation	Housing Feasibility Investigations	Preliminary investigations progressed for Caravan Park, Theatre Royal, Workers Accommodation, Bidgee Haven, Golf Course Estate and residential development opportunities.
Housing Strategy	Background Documentation Assembly	Historical project files, consultant submissions, RFQ documentation, consultation material and supporting investigations compiled and organised.
Cemetery Master Plan & Lots	Project Establishment	Procurement process completed, preferred consultant identified and project establishment activities commenced.
Pool / Greenham Park Master Plan	Project Investigations	Master planning investigations, benchmarking and project scoping activities progressed.
Royal Theatre Post-Insurance Works	Project Coordination	Post-insurance investigations and redevelopment coordination activities progressed.
Consultant Planner Program	Consultant Engagement	Chris King commenced and assumed responsibility for multiple strategic planning initiatives.
Consultant Planner Program	Project Work Programs	Project priorities, delivery pathways and work programs established across strategic planning projects.
Implementation Study / Feasibility Program	Feasibility Investigations	Feasibility assessments and implementation investigations progressed for priority opportunities.
Lake Benanee Investigations	Strategic Investigations	Background investigations and project reviews progressed.
SW REZ Housing & Strategic Planning	Regional Planning Response	Strategic planning matters and formal notification requirements progressed.
Executive & Council Reporting	Council Reporting	Strategic Projects Council report prepared and submitted outlining progress across major projects.



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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.

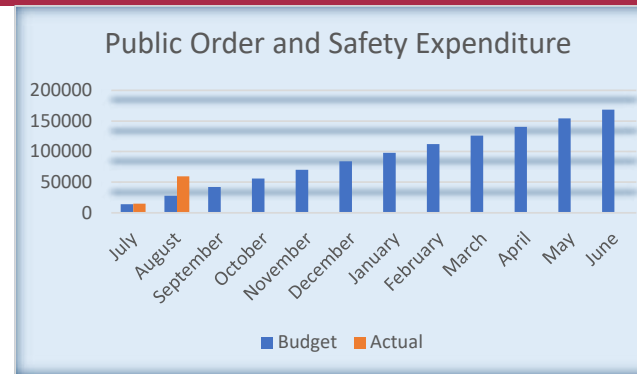
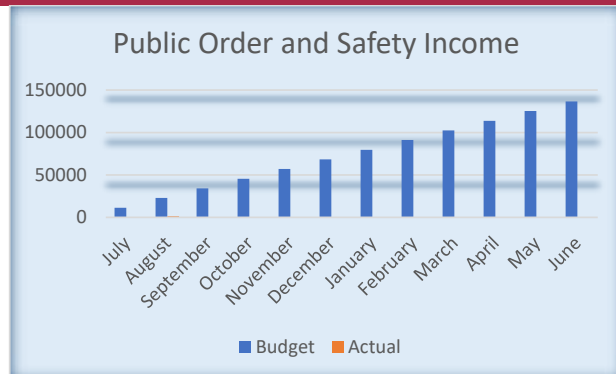
Accountabilities

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

Financial Data



Financial Summary

Income is low due to averaging of budget over the year, not matching income streams

Expenditure is high due to a lot of work on RFS vehicles. Reimbursement will be received for this work.



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Bio Security – Operational Update

The reporting period focused on biosecurity surveillance, weed management, compliance activities, Weeds Action Program (WAP) delivery and regional stakeholder engagement. Significant effort was directed towards priority weed surveillance and monitoring activities across the Balranald Shire, including inspections of high-risk locations and transport pathways to identify, assess and manage biosecurity risks.

Work continued on the delivery of the NSW Weeds Action Program, including WIDX data management, verification of activity records, collection of supporting evidence, expenditure reconciliation and preparation of reporting information. Priority Weed Risk Management Assessments were also progressed, including assessments for Arrowhead (*Sagittaria calycina* var. *calycina*) and Water Lettuce (*Pistia stratiotes*), focusing on invasiveness, impacts, current and potential distribution, and management requirements.

Activities also included compliance inspections, follow-up actions, stakeholder enquiries, and liaison with regional partners, neighbouring councils and landholders regarding weed management priorities and regional biosecurity initiatives. Administrative functions included maintaining inspection records, updating databases and trackers, preparing reports, and meeting monthly reporting and audit requirements.

Bio Security – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Weed Surveillance & Monitoring	Inspection and monitoring of priority weed species, high-risk sites and transport pathways across the Shire	35%
Weeds Action Program (WAP) Delivery & Reporting	WIDX updates, activity verification, evidence collection, expenditure reconciliation and reporting requirements	25%
Weed Risk Management Assessments	Assessment of priority weed species including Arrowhead and Water Lettuce, risk evaluation and supporting documentation	15%
Compliance & Biosecurity Response	Follow-up inspections, compliance activities, investigations and responses to biosecurity enquiries	10%
Regional Collaboration & Stakeholder Engagement	Liaison with regional partners, neighbouring councils, landholders and stakeholders regarding weed management priorities and program delivery	10%
Administration & Reporting	Record keeping, database maintenance, reporting, correspondence and monthly operational requirements	5%

Key Performance Metrics

Core Activity	Measure	August Result
Weed Surveillance & Monitoring	Surveillance Activities	Priority weed surveillance undertaken across the Balranald Shire, including high-risk sites and transport corridors
Weed Surveillance & Monitoring	Follow-up Inspections	Follow-up inspections completed where monitoring and compliance requirements were identified
Weeds Action Program (WAP) Delivery & Reporting	WIDX Record Management	WIDX records reviewed, updated and verified to support program reporting requirements
WAP Delivery & Reporting	Program Reporting	Supporting evidence collected and reporting information prepared for WAP reporting obligations
Weed Risk Management Assessments	Arrowhead Assessment	Assessment progressed, including review of invasiveness, impacts and distribution
Weed Risk Management Assessments	Water Lettuce Assessment	Assessment progressed, including review of invasiveness, impacts and distribution

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Compliance & Biosecurity Response	Biosecurity Compliance Activities	Compliance inspections, monitoring and follow-up actions undertaken as required
Regional Collaboration & Stakeholder Engagement	Stakeholder Liaison	Engagement undertaken with regional partners, neighbouring councils and stakeholders regarding biosecurity priorities and program activities
Administration & Reporting	Records and Reporting	Inspection records, databases, trackers and monthly reporting requirements maintained and updated

Ranger – Operational Update

The reporting period focused on the delivery of Animal Ranger services across the Balranald Shire, with operational activities centred on ranger patrols, compliance investigations, companion animal management, customer service requests and community engagement. Significant effort was directed towards field-based patrols, investigation of animal management matters, response to community enquiries and ongoing compliance activities.

Work also progressed on companion animal management programs and animal welfare functions, including customer service requests, investigations and community engagement activities. Routine patrols were undertaken across Balranald and Euston to monitor compliance and respond to operational service requests.

Additional priority work included progression of Microchipping Accreditation requirements, review of animal management policy matters, consideration of community feedback, and completion of reporting and administrative requirements. Monthly workload records identified 166 scheduled activities and 189 hours and 15 minutes of recorded work activity during the reporting period.

Key Achievements

- Conducted routine ranger patrols across Balranald and Euston.
- Managed companion animal enquiries and investigations.
- Progressed Microchipping Accreditation practical requirements.
- Reviewed community feedback relating to Council animal management policy matters.
- Completed weekly planning, reporting and operational administration requirements.
- Delivered ongoing compliance, patrol and customer service functions across the Shire.
- Recorded 166 scheduled activities and 189 hours and 15 minutes of operational activity during August.

Ranger – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Ranger Patrols, Compliance & Investigations	Routine patrols, compliance inspections, investigations and responses to animal management matters across the Shire.	40%
Companion Animal Management & Animal Welfare	Companion animal enquiries, customer requests, animal welfare matters and related investigations.	20%
Travel & Field Operations	Travel associated with patrols, inspections, investigations and operational field activities.	15%
Administration, Reporting & Record Keeping	Operational reporting, correspondence, records management and administrative functions.	12%
Policy Review & Community Consultation	Review of policy matters, community feedback and stakeholder engagement activities.	8%
Training & Professional Development	Microchipping Accreditation requirements and professional development activities.	5%



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Key Performance Metrics

Core Activity	Measure	August Result
Ranger Patrols, Compliance & Investigations	Ranger Patrol Activities	Routine patrols undertaken across Balranald and Euston in accordance with service delivery requirements.
Ranger Patrols, Compliance & Investigations	Compliance Investigations	Animal management compliance enquiries and investigations managed and progressed.
Companion Animal Management & Animal Welfare	Companion Animal Services	Companion animal enquiries, customer requests and management matters responded to and actioned.
Companion Animal Management & Animal Welfare	Animal Welfare Response	Animal welfare matters investigated and managed in accordance with operational requirements.
Policy Review & Community Consultation	Community Engagement	Community feedback relating to Council animal policy matters reviewed and considered.
Training & Professional Development	Microchipping Accreditation	Practical accreditation requirements progressed during the reporting period.
Administration, Reporting & Record Keeping	Monthly Reporting	Weekly planning, reporting and operational administration requirements completed.
Administration, Reporting & Record Keeping	Recorded Operational Activity	166 scheduled activities and 189 hours and 15 minutes of recorded work activity recorded during August.
Ranger Services Delivery	Customer Service Requests	Customer enquiries, requests and operational matters responded to throughout the reporting period.



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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.

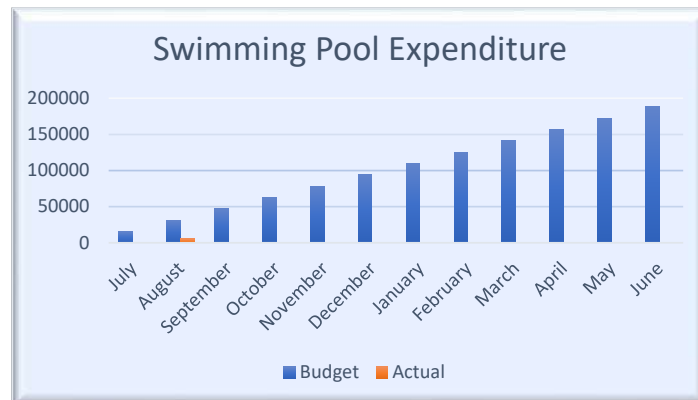
Accountabilities

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

Financial Data



Financial Summary

Expenditure is low due to it being out of season.



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Municipal Swimming Pool – Operational Update

The August reporting period focused on swimming pool strategic planning, asset planning, seasonal workforce preparation and operational readiness activities. Significant effort was directed towards development of the Balranald Swimming Pool Management Plan and Master Plan 2026-2036, including review of asset condition information, investigation of redevelopment options, funding pathways and liaison with regional councils regarding aquatic facility renewal projects.

Work also progressed on preparations for the 2026-2027 swimming pool season, including staffing, training coordination, qualification verification, maintenance planning and review of public safety signage. Additional activities included stakeholder engagement, project investigations, meeting coordination and administrative support associated with pool operations and future planning activities.

Key Achievements

- Progressed development of the Balranald Swimming Pool Management Plan and Master Plan 2026-2036.
- Obtained and reviewed asset condition assessments, renewal forecasts and leak detection information to support future planning.
- Undertook regional benchmarking and engagement with councils that have recently completed major swimming pool redevelopment projects.
- Compiled information regarding redevelopment costs, project staging, grant funding opportunities and governance arrangements.
- Supported Executive investigations into the future of the municipal swimming pool through stakeholder engagement and project research.
- Progressed preparations for the 2026-2027 swimming pool season, including staffing, training and induction planning.
- Reviewed and updated pool safety, hazard and duty-of-care signage requirements.
- Investigated maintenance requirements associated with seasonal pool preparation.
- Identified external funding opportunities relevant to aquatic facility planning and community water safety initiatives.
- Completed stakeholder engagement, meeting coordination and administrative activities supporting pool operations and future planning.

Municipal Swimming Pool – Service Metrics

Core Activities Summary

Core Activity	Description	% Time Allocation
Pool Strategic Planning & Master Planning	Swimming Pool Management Plan activities, redevelopment investigations, asset planning, benchmarking and collection of project documentation.	35%
Pool Operations & Season Preparation	Workforce planning, training coordination, qualification verification, inductions, maintenance planning and seasonal readiness activities.	25%
Stakeholder Engagement & External Liaison	Liaison with regional councils, consultants, contractors and industry stakeholders.	15%
Executive & Council Project Support	Briefing support, project investigations, governance reviews, funding pathway investigations and strategic planning support.	10%
Compliance, Safety & Signage	Public safety signage, hazard signage, duty-of-care requirements and operational compliance activities.	10%
Administration & Reporting	Correspondence, meeting coordination, training records, reporting and administrative support.	5%



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Key Performance Metrics

Core Activity	Measure	August Result
Pool Strategic Planning & Master Planning	Pool Master Plan Research	Project documentation, redevelopment case studies, cost information and planning material collected and reviewed.
Pool Strategic Planning & Master Planning	Asset Condition Assessment Review	Asset condition assessments, renewal forecasts, infrastructure data and leak detection information reviewed.
Pool Strategic Planning & Master Planning	External Benchmarking	Engagement undertaken with regional councils regarding aquatic facility redevelopment projects and lessons learned.
Stakeholder Engagement & External Liaison	Stakeholder Coordination	Meetings, correspondence and external engagement undertaken to support redevelopment investigations and planning activities.
Executive & Council Project Support	Strategic Project Investigations	Information gathered regarding redevelopment options, project staging, governance arrangements and funding opportunities.
Pool Operations & Season Preparation	Pool Staffing	Returning pool staff identified and workforce planning activities commenced for the 2026-2027 season.
Pool Operations & Season Preparation	Training Coordination	Refresher training, qualifications and induction requirements progressed.
Pool Operations & Season Preparation	Infrastructure Maintenance Planning	Seasonal preparation and infrastructure maintenance requirements reviewed.
Compliance, Safety & Signage	Public Safety Signage Program	Duty-of-care, hazard, staff-only and regulatory signage reviewed and updated.
Administration & Reporting	Administrative Support	Meeting coordination, correspondence, reporting and operational administration completed.

Part D: Actions Register

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: - Notes the current status of the Draft Balranald Housing Strategy as pre-exhibition. - Endorses the proposed parallel approach to: - Publicly exhibit the Draft Housing Strategy for a minimum of 28 days; and - Concurrently, undertake targeted investigations to identify and progress shovel-ready housing projects. - 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. - 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			



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Officer/Director	Section	Subject	
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			
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 2025/2 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 & 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.			



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Meeting	Officer/Director	Section	Subject
Council 18/08/2026	Mitchell, Ray	Part A - Chief Executive Officer's Reports	Draft Balranald Caravan Park Reserve Plan of Management
RESOLUTION 2026/192 Moved: Cr Tracy O'Halloran Seconded: Cr Iain Lindsay-Field Officer Recommendation That Council 1. Endorses the Draft Plan of Management, Balranald Caravan Park Reserve, Reserve No. 68009, Version 3.2, for public exhibition, subject to final administrative and editorial review before exhibition. 2. Places the Draft Plan of Management on public exhibition for a minimum period of 28 days and invites written submissions for a period of not less than 42 days from the date on which the draft Plan is first placed on public exhibition, in accordance with section 38 of the Local Government Act 1993. 3. Before exhibition, officers: a) Reconcile the land-area references contained in sections 2.3 and 5.8 of the Draft Plan of Management; b) Amend the reference in section 5.8 to leasing the caravan park to a 'private lease' to the more accurate term 'private operator' or 'private lessee'; and c) Undertake a final review of legislative references, agency names, spelling, grammar and formatting in accordance with the Department of Planning, Housing and Infrastructure's advice. 4. Receives a further report following the public exhibition and submission period detailing any submissions received and recommending whether the Plan of Management should be adopted or amended. 5. Notes that where substantive amendments are proposed following public exhibition, the amended Draft Plan of Management is to be resubmitted to the Department of Planning, Housing and Infrastructure, Crown Lands and Public Spaces for the necessary Ministerial consent before adoption. 6. Notes that adoption of the Plan of Management will establish the statutory framework that would enable Council, at a future time, to separately consider a proposal to lease the operational caravan park area to a suitably qualified private operator.			
CARRIED			
Meeting	Officer/Director	Section	Subject
Council 18/08/2026	Mitchell, Ray Ranjit, Raju	Part A - Chief Executive Officer's Reports	DA 17/2026 - Section 4.6 Variation - Dwelling on Riverfront Area - 41 Cole Street Euston
Motion Moved: Cr Tracy O'Halloran Seconded: Cr Iain Lindsay-Field That: 1. Development Application 17/2026 for the demolition of an existing dwelling and shed, and construction of a new dwelling on Lot 6 Section 19 DP 758402, 41 Cole Street Euston, be granted consent subject to the conditions attached, and 2. The request submitted under Section 4.6 of the Balranald Local Environmental Plan 2010 (the LEP) to vary the non-numerical development standard in Clause 6.5 of the LEP to permit a dwelling on river front area is supported.			
(DIVISION)			
RESOLUTION 2026/191 Moved: Cr German Ugarte Seconded: Cr Alison Linnett That Council defer consideration of this item pending review by the Planning Department in consultation with Logistics, with a report to be brought back to Council.			
CARRIED			
<u>In Favour:</u> Crs Louie Zaffina, Dwaine Scott, Leigh Byron, Iain Lindsay-Field, Alison Linnett, Tracy O'Halloran, Phillip Pippin and German Ugarte <u>Against:</u> Nil Carried 8/0			



Part E: Executive Summary

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

Building Surveying, Environmental Health & Statutory Planning

A broad range of regulatory and statutory functions were delivered during August, including development assessment support, environmental health compliance, drinking water monitoring and building certification activities. Key compliance investigations and major project matters continued to progress while core statutory services were maintained.

Building Maintenance

The Building Maintenance function delivered a substantial program of maintenance, infrastructure improvement and project support activities across Council assets. Significant effort was directed towards major projects including Royal Hall, Depot Redevelopment and Euston Reserve.

Biosecurity

August saw strong progress across weed surveillance, compliance monitoring and Weeds Action Program reporting activities. Priority weed assessments were advanced, WIDX reporting requirements were maintained, and regional partnerships continued to support effective biosecurity outcomes across the Shire.

Ranger

Animal management, compliance and companion animal services continued to be delivered across the Balranald Shire during August. Routine patrols, community enquiries, investigations and season planning activities were undertaken while progressing professional development and accreditation requirements.

Strategic Planning & Strategic Projects

Significant progress was made across Council's strategic planning program, including advancement of the Housing Strategy, Housing Strategy Implementation Program, Cemetery Master Plan, Pool / Greenham Park Master Plan and associated feasibility investigations. The commencement of Consultant Planner Chris King established additional capacity to progress Council's growing portfolio of strategic projects.

Swimming Pool Operations

August was characterised by strong progress in planning for the future of the Balranald Swimming Pool while also preparing for the upcoming 2026-2027 operating season. Asset investigations, regional benchmarking, workforce planning, signage reviews and strategic project research collectively strengthened Council's understanding of future pool management and renewal opportunities.



Balranald Shire Council TECHNICAL & PROJECTS

Monthly Operational Report – August 2026 Technical & Projects

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.

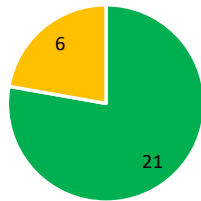
The role ensures infrastructure assets are planned, delivered, and managed in a safe, compliant, financially sustainable, and risk-informed manner, aligned with Council's strategic objectives and service obligations.

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



- On Target/Completed
- Caution/In Progress

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; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

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

PILLAR 1 Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
1.1.1.3	Median strips Garreffa Parade, Euston to be undertaken in conjunction with the Garreffa Park development	Mgr Tech & Project Services (MTPS)	X				- Installed sprinkler system in 2025/26 - Awaiting feedback from community on play equipment - The sprinkler system and lawn establishment works have now been completed	🟡
1.1.1.5	Town beautification and cleanliness continues as a priority of Council reflecting these as highly valued attributes by our communities	MTPS	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 - Evaluation of the quotation for the sprinkler system for nature strips and median strips has been completed. The quoted price exceeds the allocated budget and will need to be discussed at the October Quarterly Budget Review (QBR): - 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	MTPS	X	X			- Contract has been awarded - Works to commence from 20 July 2026 - Concrete slab completed	😊



							• Shade completed • Concrete slab completed • As of 3rd September 2026, Toilet construction is in progress and will be completed by end of Nov 2026	
1.1.2.2	Playground Development Garreffa Place/Tayla Court, Euston	MTPS		X	X		• Not due for commencement until 2026/27 • RFQ for playground equipment in process	😊
1.1.2.3	Riverwalk, Balranald extended (through Balranald Caravan Park funding applications, Strategy 3.4.3)	MTPS	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	MTPS	X	X	X		• Funding secured under AGRN 10134 Floods Grant • Contract has been awarded • Works to commence from 13 July 2026 • Mobilisation stage • Contractor has commenced the Ben Scott Memorial Trail project	😊
1.1.2.6	Development of the Euston to Weir Trail	MTPS		X	X	X	• Not due for commencement until 2026/27 • To be developed	😊
1.1.3.1	Footpath / lighting Court St ensuring secure pedestrian movement between Mandala Place and Market St, Balranald	MTPS		X	X		• Not due for commencement until 2026/27 • Design and costing for 175 m x 2m footpath Infront of Mandala place in progress • To be discussed with Essential Energy for Additional streetlights	😊
1.1.3.2	Lighting ensuring secure pedestrian movement between Bidgee Haven and Market St, Balranald	MTPS	X				• Completed	😊
1.1.3.3	Upgrade the Disability Parking Bays in Balranald Township (Market and Myall Streets) to meet standards	MTPS	X				• Completed in April 2026	😊
1.1.3.6	Upgrade of the NSW side of the Euston to Robinvale walking track	MTPS	X	X			• Received funding under AGRN 1034 Floods Grant • Tender evaluation completed • Waiting for approval for scope change • Waiting for approval for switching project budget from Ben Scott Memorial Trial project to Euston project	😊
1.1.3.7	Completion of walking track, Endeavour drive to Market St, Balranald	MTPS	X	X			• Change to scope of works approved by funding body • Design in progress • Due for completion by 31 January 2027 • Tender stage: Tender closes on 21/9/2026	😊
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

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
3.4.3.3	Upgrades to the Public Camping Ground at Lake Benanee (3 stage proposal)	MTPS		X	X		- Not due for commencement until 2026/27 - Evaluation of the RFQ completed and waiting for price for other Firewood BBQ option - Survey and design in process - Two shelters and two BBQ shelters and two solar lights installation in progress	😊
3.4.4.4	Improved River Access through the installation of pontoons/wharf in Balranald (caravan park) Euston & Kyalite	MTPS		X	X	X	- Not due for commencement until 2026/27 - Contract has been awarded - River access (installation of pontoons) in process, REF approved	😊

PILLAR 4 Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	MTPS	X	X	X	X	- Draft Asset Management Plan (AMP) for roads completed - Physical inspection for footpath and kerbing in progress - Report on condition assessment, capex and maintenance in progress - Inspection of kerbing in progress	😬
4.1.2.1	Develop Footpaths Strategy within the Asset Management Plan	MTPS		X	X	X	- Not due for commencement until 2026/27 - Footpath strategy preparation in progress	😊
4.1.3.1	Develop Integrated Water Cycle Management Strategy (IWCMS) for Balranald and Euston	MTPS	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	MTPS		X	X	X	- Not due for commencement until 2026/27 - Monitoring is on going	😊
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)	MTPS	X	X			To be investigated	😬





4.1.4.1	Continue to support a rural addressing model that meets the needs of our communities	MTPS	X	X			- Layer has been added into Council's mapping system, Pozi - Ongoing validation and consultation with external councils	🟡
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)	MTPS		X	X		- Not due for commencement until 2026/27 - Investigation in progress	🟢
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)	MTPS		X	X	X	- Not due for commencement until 2026/27 - To be investigated - Currently on hold pending completion of the Transport for NSW intersection design at Market Street and We Street	🟢

PILLAR 5 Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	Current Efforts (expenditure/projects)	
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	MTPS	X	X	X	X	- Flood study for Balranald and Euston in progress - Community consultation in Euston completed - Community consultation in Balranald in progress - Consultation process completed and waiting for draft report.	🟢
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)	MTPS	X	X	X	X	- Submitted to NSW Active Transport for funding to develop footpath plan - Active transport funding approved to prepare a strategic plan for footpath for Balranald and Euston	🟡
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	MTPS		X	X	X	- Not due for commencement until 2026/27 - In process	🟢
5.2.4.2	A recycling / repurposing model is implemented at the Euston and Balranald Landfills through a local tendering process	MTPS		X	X	X	- Not due for commencement until 2026/27 - Waste Management strategy adopted in February 2026. Identified investigation of potential to establish Return & Earn reverse vending machine collection point in Balranald and Euston	🟢





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.

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
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		

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.)

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.

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 Council's fleet and plant while undertaking structured on-the-job training and formal trade education.

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	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

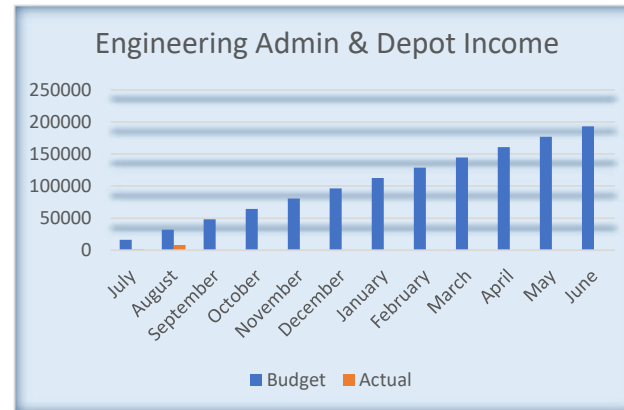
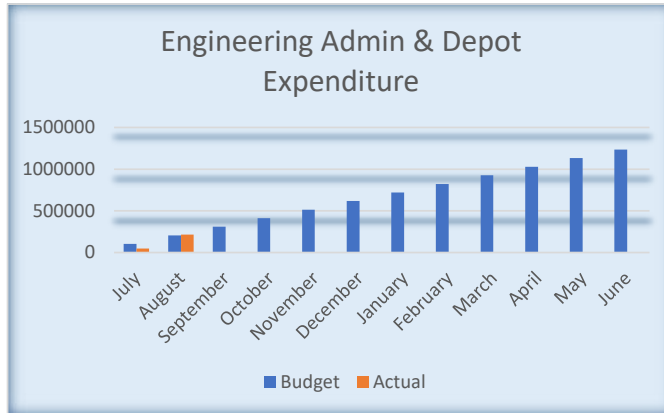
SBPO	Accountability
O	Mechanical Support and Service Delivery
O	Learning, Training and Skill Development
O	Safety, Compliance and Risk Awareness
O	Teamwork and Professional Conduct
O	Records, Systems and Housekeeping





Technical & Project Services

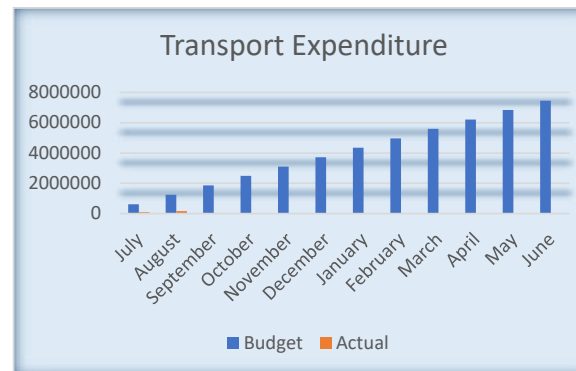
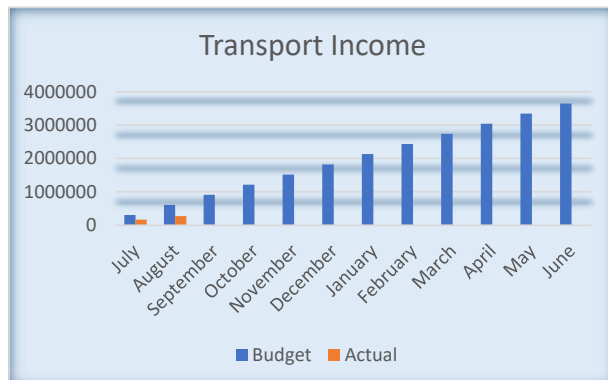
Financial Data – Engineering Administration & Depot



Financial Summary

Income budget is averaged at preseng and doesn't match income stream.

Financial Data – Transport, Roads & Urban Drainage

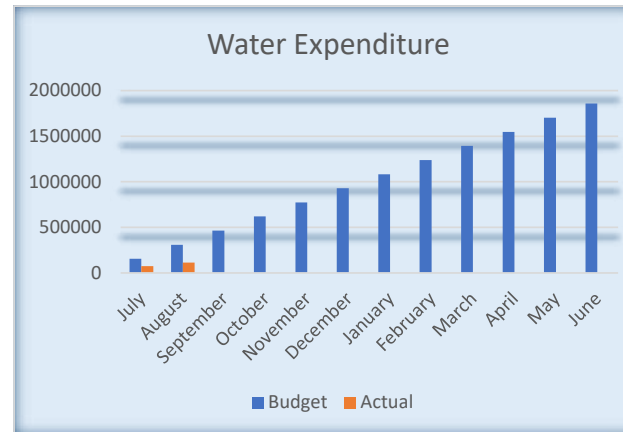
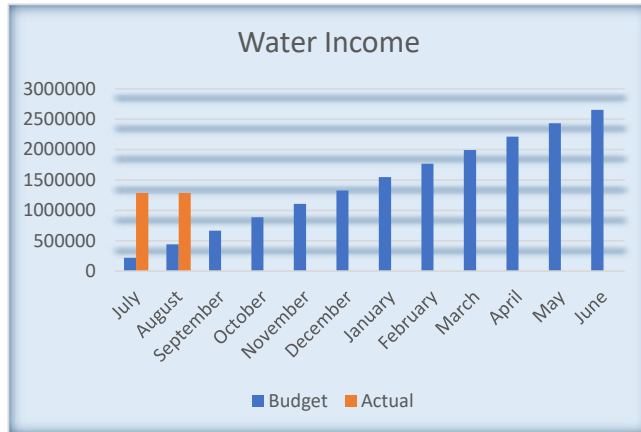


Financial Summary

Expenditure is low as works team are focused on Capital work

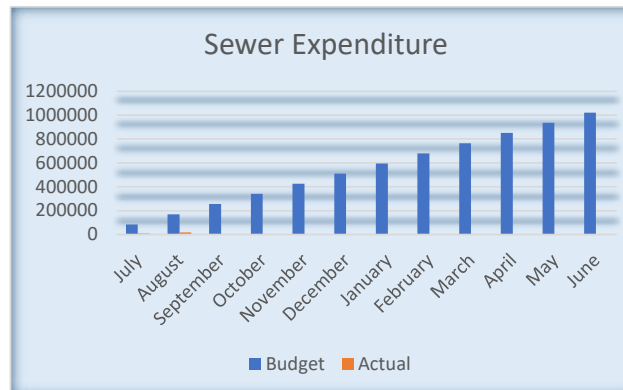
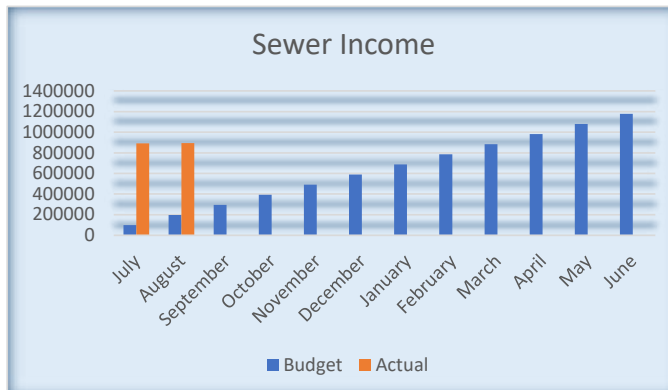


Financial Data – Water & Sewer

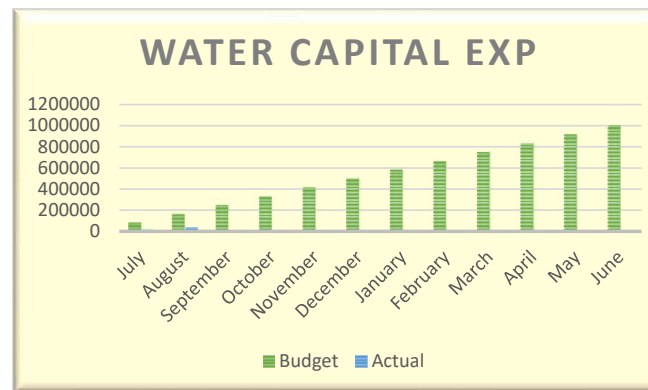
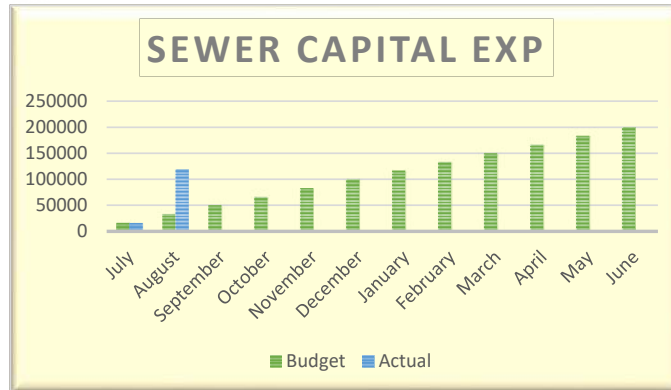


Financial Summary

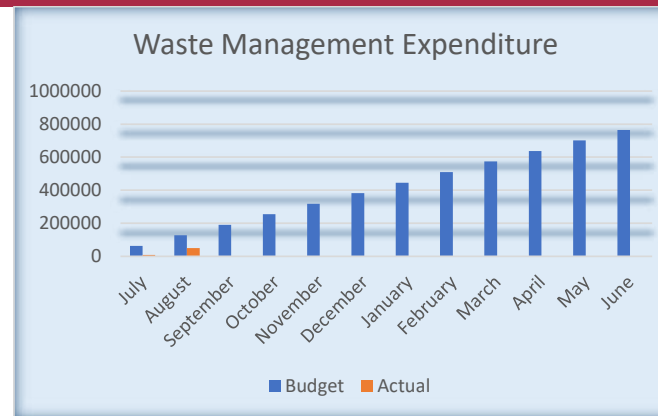
Income is high due to entire levy being raised in July



Income is high due to entire levy being raised in July



Financial Data – Waste Management



Financial Summary

Income is high due to entire levy being raised



Technical & Project Services – Operational Update

Date	Meeting	Location	Date	Meeting	Location
3	Catch up with CEO	Board Room	11	Shared Footpath workshop	Meeting room
3	Capital project	Board Room	12	Leadership Training Support Discussion	Board Room
4	ESI	MS Team	17	Catch up with CEO	Board Room
5	Nurse call/ CCTV system demo session	Bidgee Haven Hostel	17	Capital project	Board Room
5	MOR	Board Room	18	Council General Meeting	Board Room
6	MOR	Board Room	19	Council debrief session	Depot
6	Potential enabling initiatives for the SWREZ	MS Team	19	Oxley Cleared Road inspection	Oxley
6	RAMJO Waste Group	MS Team	19	Balranald & Euston Flood Studies	MS Team
7	Smart Engagement Steam – Smart Water Meter	MS Team	21	Catch up with CFO re: Water	Office
10	Catch up with CEO	Board Room	21	Smart water Meter Project	MS Team
10	AGRN Project	Meeting Room	21	Interview session for Project Management Services	MS Team
10	Benanee Road Contract meeting	MS Team	25	Catch up with CEO	CEO's office
11	Euston Landfill contract	MS Team	24	Comtel Technology / Demo session / Bidgee Haven Hostel Project	Bidgee Haven Hostel
11	Traffic Forum	Board Room	24	Engineering Meeting	Depot
11	Smart water Meter Project	MS Team	27	Intersection Upgrade - Sturt Highway & Market St, Balranald – Relocation of water utilities	MS Team
11	Donesafe	Board Room	27	Balranald Shire Council: Entry Signage with Transport NSW	MS Team
11	Balranald/Euston SW REZ OSOM route and township enabling works	Board Room	28	Balranald SC: Smart Water Meter Managed Services	MS Team

Technical & Project Services – Service Metrics

Activities undertaken by the Manager of Technical & Project Services to the end of August 2026:

- Project Management of the Bidgee Heaven Aged Care Centre extension project
- Contract management of the Benanee Lake Camping Ground project
- Project Management of the Smart Water Project
- Contract administration of Ben Scott Memorial Trial Project
- Preparation of Footpath condition assessment matrix in progress
- Received 3 Customer's enquires in August and completed all
- Assessed 1 EOI (Express of Interest) for Project Management Services for funded projects.
- Contract for sliding gates for Caravan Park and Depot has been awarded
- Attended various meetings
- Smart Water Meter Project





Activities	Project Status
Network	- The Network Survey has been completed for both Euston and Balranald - The survey confirms that NB-IoT coverage is strong and suitable across both areas - Taggle has submitted the Network Survey Report to Council for review and confirmation - Council has reviewed the network report - The meters are performing well on the network. Taggle will continue to monitor the fleet - There are no pending tasks in the Network Stream - Completes 100 %
Customer Engagement	- FAQs have been provided by Taggle for publication on the Council website for residents - Finalised customer communication materials, including letters to residents and letter drops following meter replacement - The Customer Portal has been implemented - Council confirmed the portal name - Finalised customer portal branding • Complete customer portal testing in progress
Business Process	- The Aqualus Water Staff Portal has been implemented - A business process workshop with BSC has been completed - BSC has provided an initial data extract from Practical Plus. Import the initial data set into Aqualus Water - Training completed - Implemented a business-as-usual (BAU) data exchange process - BSC to update the new meter details in Practical
Smart Water meters	342 x 20mm (63 %) & 23 x 25mm (48.93%) meters have been replaced to date

Part D: Actions Register

Meeting	Officer/Director	Section	Subject
Council 26/05/2026 Resolution 2026/109 Moved: Cr Tracy O'Halloran Seconded: Deputy Mayor Dwaine Scott That Council: - Endorse the Draft Contract Management policy to be: - Publicly exhibited for a period of 28 days to invite public submissions and - Adopted immediately following the exhibition period, if no significant public submissions are received. - Note that if any significant public submissions are made, the policy will be reported back to the July 2026 Ordinary Council Meeting.	Ranjit, Raju	Part A - Chief Executive Officer's Reports	Contract Management Policy
CARRIED			
Meeting	Officer/Director	Section	Subject
Council 21/07/2026 Suspension of Standing Orders Moved: Deputy Mayor Dwaine Scott Seconded: Cr Alison Linnett	Ranjit, Raju	Part A - Chief Executive Officer's Reports	Pedestrian Crossing - We Street - Adjacent to Balranald Library



A motion was moved that Council suspend standing orders.			
Meeting	Officer/Director	Section	Subject
Council 21/07/2026	Ranjit, Raju	Confidential Matters	Tender VPR943172 _ RFT - BSC - ENG - 2026- 004 - Upgrade Benanee Road
Resolution 2026/175 Moved: Deputy Mayor Dwaine Scott Seconded: Cr Phillip Pippin That Council 1. Receive and accept the tender submitted by Potter Excavations for the Benanee Road Upgrade Project from Chainage 0.000 km to Chainage 14.886 km measured from the Sturt Highway, for \$6,261,580.10 (excluding GST). 2. Authorise the Chief Executive Officer to execute the contract and any associated documents under Council's seal as required.			
			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 clause I have to organise the programming 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	Part A - Chief Executive Officer's Reports	Project Management Policy
Resolution 2026/3 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

Part E: Executive Summary

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

Roads to Recovery contract reconciled and signed.

