



ATTACHMENTS

Ordinary Council Meeting

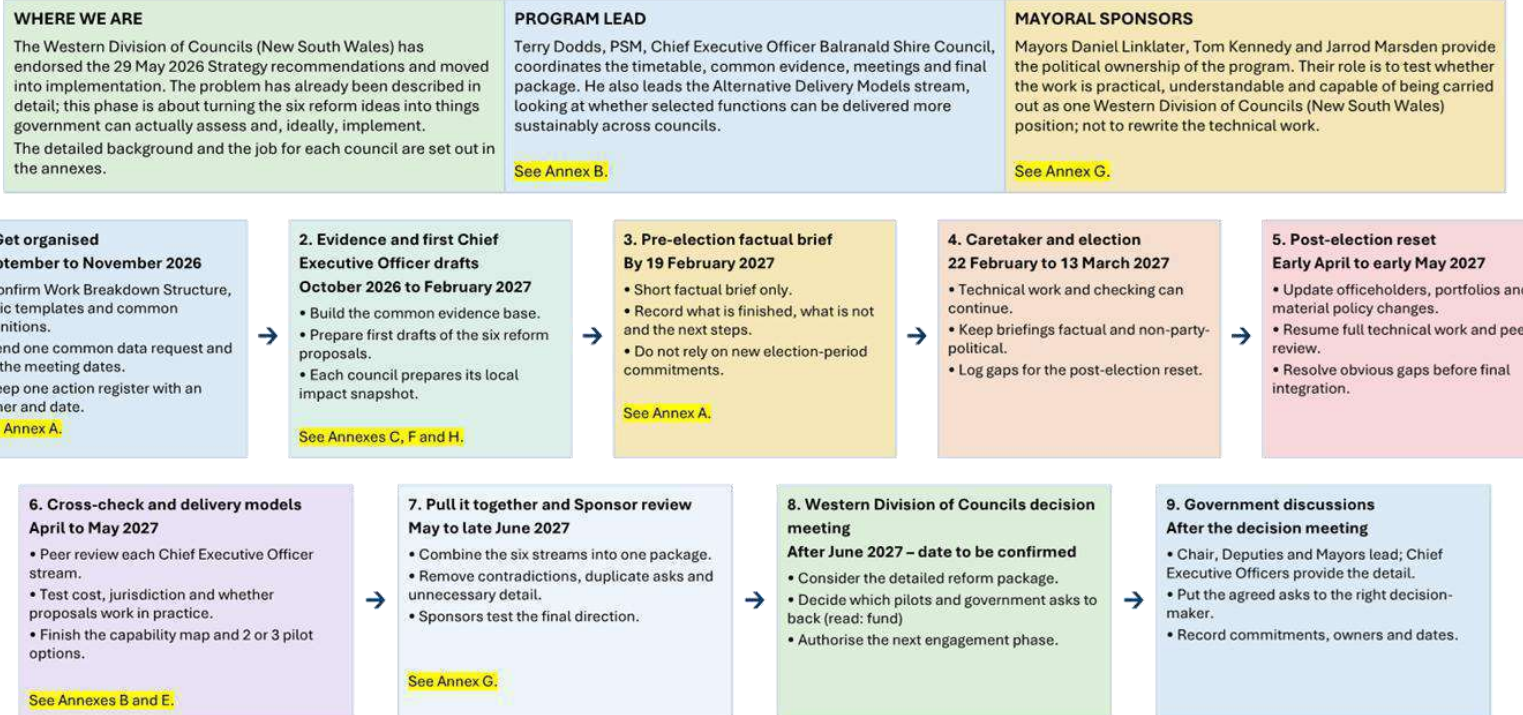
Tuesday, 20 October 2026

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Western Division of Councils Local Government Sustainability Program

How the work will run: September 2026 to the Western Division of Councils decision meeting, after June 2027



Note: New South Wales State election is on 13 March 2027. The work can keep moving during this period, but the Western Division of Councils (New South Wales) should keep it factual and technical and avoid relying on new government commitments until the election is settled. The Western Division of Councils (New South Wales) decision meeting is to be confirmed. May need an online meeting to update members.

Western Division of Councils (New South Wales): Local Government Sustainability Program, Implementation Plan 2026-27 1

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Chief Executive Officer WORKPLAN: Terry Dodds PSM

Program Lead and Work Breakdown Structure 2.7 Alternative Delivery Models and Regional Capability

PURPOSE Lead the program and look at whether some functions can be delivered better across the Western Division of Councils. <i>Detailed working brief: Annex B.</i>	HOW WE WILL WORK • Use the 29 May 2026 Strategy as the starting point. • The work needs to finish with things we can do, not another report telling us there is a problem. • Use evidence we can stand behind and compare fairly across councils. • Keep it factual and out of party politics, particularly through the election period.	
ASSIGNED Work Breakdown Structure • Work Breakdown Structure 0: program governance, timetable, common templates and action register. • Work Breakdown Structure 2.7.1: map current delivery arrangements across councils. • Work Breakdown Structure 2.7.2: identify workforce, cost, duplication and regulatory pressure points. • Work Breakdown Structure 2.7.3: test lead-council, shared-service, capability-hub, regional procurement and project office, managed-service, differentiated governance and structural options. • Work Breakdown Structure 2.7.4: apply a common assessment framework: cost, quality, resilience, local control, workforce, governance and implementation risk. • Work Breakdown Structure 2.7.5: develop 2 or 3 practical pilot concepts. • Work Breakdown Structure 5: integrate all Chief Executive Officer workstreams into one Western Division of Councils reform package.	WHAT NEEDS TO COME OUT OF IT • Western Division of Councils Capability Map. • Functions × Delivery Models Matrix. • Alternative Service Delivery Models paper (approximately 8 to 12 pages). • 2 or 3 pilot proposals with governance, cost-sharing and implementation requirements. • Integrated two-page executive brief and one-page Government Decisions Sought. • Western Division of Councils decision paper and post-meeting action register.	WHAT WOULD HELP FROM COUNCILS • Coordinate common data request and quality standards. • Identify functions delivered in-house, by contract, through a shared arrangement or currently unavailable. • Capture persistent vacancies, consultant reliance, travel and scale costs, accreditation risk and duplication. • Use existing Strategy evidence first; request new council data only where it changes a decision.
CHECKS WITH THE OTHER WORK • Read all six reform streams and pick up overlaps, gaps and things that simply will not work in practice. • Keep a short regular Chief Executive Officer working meeting and a less frequent Mayoral Sponsor check-in. • Fix gaps rather than rewriting another Chief Executive Officer's paper for them. • Keep the final package short enough that Ministers and senior officials will actually read it.	KEY DATES • September to November 2026: get the program, templates and common data request sorted. • October to May: delivery-model research and pilot design. • 5 February: first Chief Executive Officer workstream drafts received. • 19 February: short factual pre-election brief locked. • 7 May: peer review and gaps largely sorted. • 28 May: integrated technical package. • May and June: Mayoral Sponsor review. After June: Western Division of Councils decision meeting.	
ELECTION PERIOD • Lock a short factual brief by 19 February 2027. • From the expected issue of writs on 22 February through the election, keep the work technical and factual. • Do not build the timetable around promises or decisions that may not be available during the election period. • After the election update the names, portfolios and any material policy changes, then keep moving.	WHAT WE NEED BEFORE THE DECISION MEETING • Evidence that holds up when challenged. • Practical reform proposals, not just good ideas on paper. • Any pilot delivery models are clear enough for the Western Division of Councils to make a decision. • Mayoral Sponsor support for one Western Division of Councils position. • Authority to take the agreed package to government after the meeting.	

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Chief Executive Officer WORKPLAN: Broken Hill City Council

Workstream Lead: Infrastructure and Economic Protection

PURPOSE Take the infrastructure and economic arguments in the Strategy and turn them into a small number of practical proposals that Treasury and the relevant New South Wales agencies can test properly. <i>Detailed working brief: Annex C.</i>		HOW WE WILL WORK • Use the 29 May 2026 Strategy as the starting point. • Finish with workable options, not another description of the problem. • Use evidence that can be checked and compared across councils. • Keep it factual and out of party politics, particularly through the election period.	
ASSIGNED Work Breakdown Structure • Work Breakdown Structure 1A: One-third of the common evidence base: infrastructure burden, renewal, capital funding and economic-enabling assets. • Work Breakdown Structure 2.1: Essential Infrastructure Renewal Fund. • Work Breakdown Structure 2.2: Funding, Responsibility and Economic Dividend Audit. • Work Breakdown Structure 3A: Allocated council impact snapshots. • Work Breakdown Structure 4: Costing, implementation and jurisdiction testing for both proposals.	WHAT NEEDS TO COME OUT OF IT • Policy brief: Essential Infrastructure Renewal Fund. • Policy brief: Funding, Responsibility and Economic Dividend Audit. • Infrastructure evidence summary and data appendix. • Allocated one-page council impact snapshots. • Ministerial and agency questions and answers for infrastructure and economic-value issues.	WHAT WOULD HELP FROM COUNCILS • Define infrastructure classes, eligibility, allocation method, renewal vs new capital and relationship with existing programs. • Use defensible examples of freight, water, emergency access, mining, agriculture, tourism and service continuity. • For the Audit, map who sets the rule, funds the service, carries the asset, reports and bears failure risk.	
CHECKS WITH THE OTHER WORK • Check Wentworth's rate-pegging and Special Rate Variation and Financial Assistance Grant work for practical impacts on infrastructure delivery. • Feed useful infrastructure and project-delivery examples into Terry's delivery-model work. • Keep the infrastructure asks staged and realistic rather than presenting government with an open cheque book.		KEY DATES • October to early February: evidence and first policy drafts. • 5 February: first drafts substantially complete. • February: provide material for the factual pre-election brief and log gaps. • April to early May: peer review and implementation testing. • 7 May: revised technical briefs substantially complete. • May: final costing and integration. Mayoral Sponsor review follows in June. • After June: Western Division of Councils' decision meeting.	
ELECTION PERIOD • Lock a short factual brief by 19 February 2027. • From the expected issue of writs on 22 February through the election, keep the work technical and factual. • Do not make the program dependent on a decision or commitment during the election period. • After the election, update material facts and pick up the full work program again.		WHAT WE NEED BEFORE THE DECISION MEETING • Evidence that holds up when challenged. • Practical proposals with enough detail to make a decision. • Any pilot models clearly scoped. • Mayoral Sponsor support for one Western Division of Councils' position. • Authority for the government engagement phase after the meeting.	

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Chief Executive Officer WORKPLAN: Wentworth Shire Council

Workstream Lead: Revenue and Funding Architecture

PURPOSE Work up practical options on rate pegging, Special Rate Variations and Financial Assistance Grants that recognise the limits of small rural and remote councils without losing sight of ratepayer protection. <i>Detailed working brief: Annex D.</i>			HOW WE WILL WORK • Use the 29 May 2026 Strategy as the starting point. • Finish with workable options, not another description of the problem. • Use evidence that can be checked and compared across councils. • Keep it factual and out of party politics, particularly through the election period.		
ASSIGNED Work Breakdown Structure • Work Breakdown Structure 1B: One-third of the common evidence base: rates, own-source revenue, grants and revenue capacity. • Work Breakdown Structure 2.3: Rate-Pegging and Special Rate Variation reform. • Work Breakdown Structure 2.4: Financial Assistance Grants reform. • Work Breakdown Structure 3B: Allocated council impact snapshots. • Work Breakdown Structure 4: Costing, implementation and jurisdiction testing for both proposals.		WHAT NEEDS TO COME OUT OF IT • Policy brief: Rate-Pegging and Special Rate Variation reform options. • Policy brief: Financial Assistance Grants reform. (Note: Terry’s paper on FAG will assist) • Revenue-capacity and grant-dependency evidence summary. • Allocated one-page council impact snapshots. • Ministerial and agency questions and answers for funding and revenue issues.		WHAT WOULD HELP FROM COUNCILS • Separate New South Wales decisions from Commonwealth decisions • Test any differentiated rate-pegging and Special Rate Variation method against ratepayer protection, administrative simplicity and realistic revenue capacity. • For Financial Assistance Grants, align with existing reform advocacy and avoid duplicating work already underway. • Use comparable own-source revenue and grant-dependency metrics.	
CHECKS WITH THE OTHER WORK • Check Central Darling’s rural and remote and unfunded-mandates work from a funding point of view. • Pick up where the funding system affects Terry’s alternative-delivery pilots. • Be clear about which asks are for New South Wales and which need Commonwealth action.			KEY DATES • October to early February: evidence and first policy drafts. • 5 February: first drafts substantially complete. • February: provide material for the factual pre-election brief and log gaps. • April to early May: peer review and implementation testing. • 7 May: revised technical briefs substantially complete. • May: final costing and integration. Mayoral Sponsor review follows in June. • After June: Western Division of Councils’ decision meeting.		
ELECTION PERIOD • Lock a short factual brief by 19 February 2027. • From the expected issue of writs on 22 February through the election, keep the work technical and factual. • Do not make the program dependent on a decision or commitment during the election period. • After the election, update material facts and pick up the full work program again.			WHAT WE NEED BEFORE THE DECISION MEETING • Evidence that holds up when challenged. • Practical proposals with enough detail to make a decision. • Any pilot models clearly scoped. • Mayoral Sponsor support for one Western Division of Councils position. • Authority for the government engagement phase after the meeting.		

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Chief Executive Officer WORKPLAN – Central Darling Shire Council

Workstream Lead – Rural and Remote Structural Sustainability

PURPOSE Turn the rural and remote and unfunded-mandates arguments into practical tests that recognise distance, very small rate bases and the difficulty of keeping specialist staff in western New South Wales. Detailed working brief: Annex E.		HOW WE WILL WORK • Use the 29 May 2026 Strategy as the starting point. • Finish with workable options, not another description of the problem. • Use evidence that can be checked and compared across councils. • Keep it factual and out of party politics, particularly through the election period.	
ASSIGNED Work Breakdown Structure • Work Breakdown Structure 1C: one-third of the common evidence base: remoteness, population, workforce, compliance burden and cost shifting. • Work Breakdown Structure 2.5: Rural and Remote Sustainability Stream. • Work Breakdown Structure 2.6: No Unfunded Mandates mechanism. • Work Breakdown Structure 3C: allocated council impact snapshots. • Work Breakdown Structure 4: costing, implementation and jurisdiction testing for both proposals.	WHAT NEEDS TO COME OUT OF IT • Policy brief: Rural and Remote Sustainability Stream. • Policy brief: No Unfunded Mandates mechanism. • Remoteness and workforce and compliance evidence summary. • Allocated one-page council impact snapshots. • Ministerial and agency questions and answers for structural and cost-shifting issues.	WHAT WOULD HELP FROM COUNCILS • Develop measurable criteria: distance, infrastructure load, population density, own-source revenue and professional workforce depth. • Use specific, defensible examples of new obligations where another level of government controls the rule or timetable but council bears cost and local risk. • Test a practical process: new obligation → cost assessment → funding source → implementation.	
CHECKS WITH THE OTHER WORK • Check Broken Hill's infrastructure and economic audit proposals against the rural and remote reality. • Feed examples into Terry's delivery-model work where councils simply cannot staff or sustain a function locally. • Keep the argument about proportionate governance and funded responsibility; not lower standards.		KEY DATES • October to February: evidence and first policy drafts. • 5 February: first drafts substantially complete. • February: provide material for the factual pre-election brief and log gaps. • April to early May: peer review and implementation testing. • 7 May: revised technical briefs substantially complete. • May: final costing and integration. Mayoral Sponsor review follows in June. • After June: Western Division of Councils decision meeting.	
ELECTION PERIOD • Lock a short factual brief by 19 February 2027. • From the expected issue of writs on 22 February through the election, keep the work technical and factual. • Do not make the program dependent on a decision or commitment during the election period. • After the election, update material facts and pick up the full work program again.		WHAT WE NEED BEFORE THE DECISION MEETING • Evidence that holds up when challenged. • Practical proposals with enough detail to make a decision. • Any pilot models clearly scoped. • Mayoral Sponsor support for one Western Division of Councils position. • Authority for the government engagement phase after the meeting.	

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Western Division of Councils Local Government Sustainability Program

Gantt Chart – September 2026 to June 2027; decision meeting follows after June

Work Breakdown Structure	Task and lead	September 2026	October 2026	November 2026	December 2026	January 2027	February 2027	March 2027	April 2027	May 2027	June 2027
0	Mobilisation – Terry and all Chief Executive Officers										
1/3	Evidence base and council snapshots – All Chief Executive Officers										
2.1/2.2	Broken Hill: infrastructure and economic audit										
2.3/2.4	Wentworth: rate-pegging and Special Rate Variation and Financial Assistance Grants										
2.5/2.6	Central Darling: rural and remote and unfunded mandates										
2.7	Terry: alternative delivery models and capability										
4	Peer cross-review, costing and implementation										
5–7	Integrate, Sponsor review and factual brief										
8	Caretaker and election technical refinement										
9/10	Post-election work; Western Division of Councils decision meeting follows after June										
11	Government engagement after decision meeting										

Key milestones: 5 February 2027, first Chief Executive Officer drafts. 19 February 2027 – factual pre-election brief. 13 March 2027: New South Wales election. 7 May 2027: peer review largely complete. 28 May 2027: integrated technical package. After June 2027: Western Division of Councils decision meeting (date to be confirmed).

New South Wales State election – 13 March 2027; writs are expected on 22 February 2027. The work can keep moving during this period, but the Western Division of Councils should keep it factual and technical and avoid relying on new government commitments until the election is settled. The Western Division of Councils' decision meeting after June is to be confirmed.

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ANNEXES: WHAT EACH COUNCIL ACTUALLY NEEDS TO DO

The first six pages are the project map. These annexes are the working instructions. They are written for a Mayor, Chief Executive Officer or General Manager or senior officer who has not been living with this project since May 2026 (read: Terry) and needs to know, in plain English, why they have been given a job and what I need back from them.

I have deliberately left the Work Breakdown Structure references in. They matter for keeping the project together. What I have tried to strip out is the language that makes a practical job sound like a consulting assignment.

The starting point. The Western Division of Councils endorsed the 29 May 2026 Sustainability Strategy and moved into implementation. We are not reopening the diagnosis; the broad problem has been examined repeatedly. **This phase is about taking the six reform ideas in that Strategy and turning them into proposals that can be tested, costed and, if they stack up, implemented.**

Annex A: Before anyone starts, 'What this project is, and what it is not'.

A1. The six things we agreed to work on

The Strategy gave us six reform areas. They are the backbone of the project, so every paper and every data request needs to link back to one or more of them:

- A Rural and Remote Sustainability Stream: a New South Wales approach that recognises distance, infrastructure load, low population density and limited own-source revenue.
- An Essential Infrastructure Renewal Fund: predictable help with roads, water, drainage and other core infrastructure, rather than another round of competitive grants.
- A practical **No Unfunded Mandates mechanism: if another level of government creates a material new council obligation, the real cost must be identified and the funding question dealt with.**
- Rate-pegging and Special Rate Variation reform: protect ratepayers but stop pretending councils with tiny rate bases and large asset networks can absorb every cost increase through 'efficiency'.
- Financial Assistance Grants reform: a Commonwealth issue, with the Western Division of Councils adding hard evidence about remoteness, road length, weak own-source revenue and the cost of doing the job. (May be worthwhile reading my paper on FAG reform.)
- A Funding, Responsibility and Economic Dividend Audit: a plain-English map of who sets the rule, who pays, who owns the asset, who does the reporting, who wears the local blame, and what economic or community value is put at risk when it fails.

A2. We have been here before

There is one older piece of work worth keeping beside us. The Independent Local Government Review Panel's 2013 report, *Strengthening Far West Communities: A Pathway for Change*, identified many of the same problems we are dealing with now: thin revenue bases, high grant dependence, service duplication, government agencies working in silos, difficulty holding professional staff, cost shifting and the loss of local service presence.

I do not want to reopen the 2013 argument about a Far West Regional Authority, council mergers or shared administrations as the starting point for this project. That is not what this work is about. But it would be a mistake to ignore the fact that government, councils and communities were discussing many of these same problems thirteen years ago.

So there is a simple historical test I would like applied across the workstreams:

- Was this problem already identified in 2013 or in the work that followed it?
- If it was, what was done about it?
- Did the response work, partly work or simply disappear when the policy cycle moved on?
- What is materially different now: legislation, funding, workforce, technology, service delivery, demographics or council capability?

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- Why is the proposal we are putting forward now more practical than the answer available in 2013?

The 2013 population projections, financial ratings and other figures are historical material only. They should not be recycled as current evidence. Where they are useful, it is to show how long an issue has been recognised and then compare that with current data.

A3. A few things worth agreeing up front

There is enough material in local government to turn each of these subjects into a PhD. I don't think any of us needs that. The final package just needs to be short enough for a Minister, Treasury officer or agency head to understand, and specific enough that it cannot be parked with a simple 'more work is required'.

- Let's use the evidence we already have first, and only go back to councils for new information where it changes a decision or fills a real hole.
- I'd keep the first external asks tight. We don't need every grievance in local government in the one package.
- We should keep New South Wales and Commonwealth decisions separate. Asking the wrong government to fix something is an easy way to have an otherwise good paper dismissed.
- Acknowledge what government already funds. The argument is not that government does nothing; it is that parts of the present model are fragmented, reactive or do not recognise scale and remoteness properly.
- At some point each proposal needs to answer six basic questions: What is the problem? What do we want changed? Who can change it? What will it cost or save? How could it start? How will we know whether it worked?
- If a model only works for a council with a deep professional workforce, it is probably not a solution.

A4. Who is picking up what

I've split the work up so we don't end up with nine councils all researching the same thing and nobody actually finishing anything.

Terry and Balranald; program lead, Work Breakdown Structure 0 and Work Breakdown Structure 2.7, plus pulling the six streams together at the end. I'll keep the timetable, templates, meetings and action register moving and help where useful, but each lead council should still own its own paper.

Broken Hill; Work Breakdown Structure 1A, 2.1 and 2.2: infrastructure load, the Essential Infrastructure Renewal Fund and the Funding, Responsibility and Economic Dividend Audit.

Wentworth; Work Breakdown Structure 1B, 2.3 and 2.4: revenue capacity, rate-pegging and Special Rate Variation reform and Financial Assistance Grants.

Central Darling; Work Breakdown Structure 1C, 2.5 and 2.6: remoteness, workforce and compliance pressure, a Rural and Remote Sustainability Stream and the No Unfunded Mandates mechanism.

Every other Western Division of Councils; provide the common data, a one-page council snapshot, a maximum of three useful local examples, capability information and a view on whether the proposals would actually work locally. It would help enormously if that comes in early, rather than everyone finding the gaps after the lead councils have finished their drafts.

Mayoral Sponsors; Daniel Linklater, Tom Kennedy and Jarrod Marsden. I'm hoping they'll keep this owned by the Western Division, test whether the asks make political and practical sense, and lead the formal engagement once the Division has adopted a position. They don't need to become the drafting committee.

A5. The dates that matter

The timetable has deliberately been pushed out so we can do the work properly and not pretend it will all be finished before the New South Wales election.

5 February 2027: first Chief Executive Officer workstream drafts substantially complete.

19 February 2027: short factual pre-election brief locked.

22 February 2027: expected issue of writs. Here to election period, keep the work technical/factual.

13 March 2027: New South Wales State election.

7 May 2027: peer review and the obvious gaps largely sorted.

28 May 2027: integrated technical package substantially together.

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June 2027: Mayoral Sponsor review. Western Division of Councils decision meeting after June 2027, date and location to be confirmed.

After the decision meeting: Chair, Deputies and Mayors lead government discussions; General Managers and Chief Executive Officers provide the details and keep a record of commitments, owners and dates.

A6. The February brief is not the finished product

The 19 February brief is there so the project does not disappear into the election period. It should record what we agreed to examine, the evidence collected so far, what each workstream has found, what is still unfinished and what happens after the election. That is all.

It is not an election wish-list. It should not predict outcomes, chase campaign promises or suddenly turn a technical project into party politics. We can keep doing the technical work during the election period; we just should not build the timetable around a government commitment that may not be available.

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Annex B: Balranald and Terry; keep the job moving and work out what we can sensibly do together

I have two jobs in this project. The first is the boring but necessary one: keep the program from turning into four unrelated papers with different data and different deadlines. The second is Work Breakdown Structure 2.7: look at the functions councils struggle to staff or afford and see whether there are sensible regional ways of doing some of them.

B1. Work Breakdown Structure 0: Keep the project machinery light

I'd rather not create a project-management industry around a project whose whole point is reducing wasted effort. The controls only need to be enough to keep everyone lined up.

- One timetable. Every Work Breakdown Structure item needs an owner, due date, status and next decision.
- One common workstream format. Two to four pages is enough for the first drafts: issue, evidence, options, likely way forward, who controls the decision, cost and implementation issues, decisions sought and anything still unresolved.
- One action register from Chief Executive Officer and Sponsor meetings. Each action just needs a person and a date; 'all' and 'ongoing' are not much help when we are trying to work out who is doing what.
- One version register. Let's avoid three versions of the same paper circulating with nobody quite sure which one is current.
- One common data request and a short definition sheet before councils start sending figures back.
- Chief Executive Officer meetings should be short and about decisions or blockages. We can write between meetings.

B2. Work Breakdown Structure 2.7.1: First, find out how the work is actually being done

Before we invent a regional model, we need to know where there is a genuine problem. This is not a staff census. Let's focus on functions where scarcity, accreditation, workload, remoteness or cost is creating a real risk.

For the functions that make the cut, record the current model – in-house, contractor, shared arrangement, lead council, consultant, mixed or simply unavailable. Add enough information to answer the following:

- Is the position or function persistently vacant? How long, and after how many recruitment attempts?
- How dependent is the council on contractors or consultants, and roughly what is that costing?
- Are there statutory appointments, qualifications, registrations or accreditations that limit who can do the job?
- Is travel and remoteness a material part of the cost?
- What happens when the capability is not there: delayed approvals, project slippage, uninspected assets, compliance risk, backlog, or something else?
- Would the council actually consider sharing the function? If yes, what would it refuse to give up – local decisions, response times, a physical presence, data control, community contact?

B3. Work Breakdown Structure 2.7.2: Narrow it down to the real pressure points

Once the map is back, I want a short list, not a catalogue. Likely areas may include specialist engineering, project management, procurement, planning and building, environmental and public health, water compliance, governance and internal audit support and grant and project delivery. The evidence can prove or disprove that list.

- Look for repeated vacancies and repeated failed recruitment.
- Look for several councils buying small amounts of the same expertise at premium rates.
- Look for a council that already has good capability and may be able to support neighbours.
- Look for single-person or single-contractor risks where accreditation or statutory responsibility makes failure particularly painful.
- I'd leave a function off the list if the only argument is that it is unpopular, expensive this year or could theoretically be centralised.

B4. Work Breakdown Structure 2.7.3: Test a few delivery models, not one fashionable answer

'Shared services' is only one option. I want us to test the least disruptive model that could actually solve the problem.

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Lead council. One council employs or hosts the capability and provides a defined service to others. We need to sort out liability, priorities, charging and how customer councils get a say.

Joint team or shared service. Councils jointly fund a team for a specific function. The obvious questions are employment, governance, workload peaks, cost sharing and how a council gets out if it stops working.

Capability hub. A small expert team provides advice, templates, quality assurance and surge support while day-to-day delivery stays local. Useful if it genuinely replaces cost or risk; useless if it just adds another layer.

Regional procurement or project office. Pool procurement, contract-management or project-delivery expertise where there is a reliable pipeline of work. We need to be clear who carries procurement and project risk.

Common systems and shared equipment. The 2013 work went beyond shared people and talked about common business systems, equipment and administration. We do not need to jump to shared administration to test whether common systems, plant, specialist equipment or software could remove duplicated cost.

Government service delivery agreement. A council or regional arrangement delivers a State or Commonwealth service locally under a proper agreement, delegation or contract. If we test this model, it has to include the full cost of management, systems, travel, insurance, accommodation, reporting and supervision. Taking on someone else's service for an underfunded fee just creates another sustainability problem.

Managed service. A multi-council contract with an external provider on common service standards and pricing. It may buy scale, but it can also create supplier dependence and poor local responsiveness if managed badly.

Differentiated governance and regulatory support. Share the specialist support but leave the statutory decision with each council. This will only work if delegations, conflicts and legal accountability are crystal clear.

Structural option. I'd only go here if the evidence shows the function cannot be sustained through the less disruptive options. I don't want Work Breakdown Structure 2.7 drifting into an amalgamation exercise.

B5. Work Breakdown Structure 2.7.4: Nine questions are enough

We can keep this simple; there is no need for a 47-column consultant matrix. A plain High, Medium or Low or 1–5 assessment is fine, provided someone explains the reasoning.

- Cost: does the model reduce total cost, avoid future costs, or merely move the bill from one council to another?
- Quality; do we get deeper or more reliable professional capability?
- Resilience; does it reduce reliance on one employee, one contractor or one fragile recruitment market?
- Local control; what decisions stay local and what influence would a participating council lose?
- Workforce – does it make recruitment, training, retention or succession easier?
- Local capability – does it build jobs, skills and professional depth in the Western Division, or simply move more work to an outside provider?
- Savings and reinvestment – if the model saves money, who actually keeps the saving and does any of it come back into local service delivery or infrastructure?
- Governance and legal – are employment, procurement, delegations, liability and statutory roles workable?
- Practical start – could we get it running within 6–12 months, or does it need legislation, a system rebuild or three years of committee meetings first?

B6. Work Breakdown Structure 2.7.5: Bring back two or three pilots worth doing

I would rather have two pilots councils are prepared to sign up to than ten clever concepts nobody wants. Each pilot needs enough detail for a council to decide whether it is in or out.

- Name the function and the problem being solved.
- Identify likely councils and who would host or administer it.
- Set out the staffing or supplier model, indicative annual cost and a sensible way of sharing that cost.

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- Say what decisions remain with each council and what happens regionally.
- Include a trial period, a few useful measures, a review point and a clean exit mechanism.
- Flag legal, industrial, insurance, procurement or delegation issues before someone discovers them after the pilot is approved.
- Explain what would have to be true after 12 months for us to say the pilot worked.
- Where practical, include a local workforce, trainee or capability-building element rather than designing a model that permanently imports the skill.
- If the pilot replaces duplicated administration or reduces cost, say up front how any saving is treated and whether it can be reinvested in the participating communities.
- If the pilot involves delivering a State or Commonwealth service, spell out the delegation or agreement, the funding basis and whether genuine full-cost recovery is achievable.

B7. Work Breakdown Structure 5: Pull the six streams into one story

The final paper shouldn't read like six reports stapled together. The streams overlap. A council that cannot recruit a water engineer may support the Rural and Remote Stream, the revenue argument and a regional delivery model at the same time. An unfunded compliance change belongs in both the funding discussion and the No Unfunded Mandates paper.

- Strip out duplicated evidence and recommendations that contradict each other.
- Put a decision-maker beside every ask: New South Wales, Commonwealth, both, sector bodies, or councils themselves.
- Separate things we are asking government to change from things the Western Division of Councils can start itself.
- Use the 2013 Far West report as a historical benchmark where it is relevant. If the same problem was being discussed then, the final paper should say what has changed and why the current proposal is more likely to stick.
- Finish with a one-page Decisions Sought sheet that can sit on a Minister's desk without a 40-page explanation.
- Timing. First Chief Executive Officer drafts are due 5 February; the factual brief is locked 19 February; peer review should be largely done by 7 May; the integrated technical package is due 28 May; Sponsors review the final direction in the second half of June 2027; the Western Division of Councils decision meeting follows after June.

B8. Notes to self: where to look before I reinvent something

This is mostly a memory jogger for me. Before I get too clever with a regional model, check whether the problem is real, whether somebody already does it, and whether councils would actually use it. A couple of phone calls and three real examples will probably tell me more than another 80-page report.

Where I will start

- Start with the councils themselves: organisation charts, persistent vacancies, failed recruitment attempts, contractor and consultant spend, current service agreements, statutory appointments, procurement panels, software and licences, existing memorandums of understanding and anything already being shared. I need the real arrangement, not just what the policy says happens.
- Your Council New South Wales: use the current time-series data and definitions to compare staffing, expenditure, services and other council characteristics. Check anything important back to the source council before I rely on it. [Your Council New South Wales data](#)
- Audit Office of New South Wales: Local government 2025. Useful for current sector findings on service delivery, shared services and collaboration, financial sustainability, governance, procurement, technology and third-party risk. [Local government 2025](#)
- Office of Local Government: Joint Organisations. Before designing another regional layer, remind myself what a Joint Organisation can already do, including service delivery and capacity building, and what the current framework is intended to achieve. [Joint Organisations](#)

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- Office of Local Government: current review of the Joint Organisations framework. Worth checking before I recommend a model that may cut across changes already being considered by government. [Joint Organisations review](#)
- New South Wales legislation: if a model depends on delegation, a Joint Organisation, tendering, employment arrangements or another statutory power, check the current Local Government Act 1993 and Regulation rather than relying on what we think the law says. [Local Government Act 1993](#)
- Office of Local Government procurement guidance: useful if a pilot involves joint procurement, a common panel, a managed service or a regional project office. Check the legal and probity settings before claiming procurement savings. [Procurement in Local Government](#)
- Jobs and Skills Australia: use the labour-market material to test whether the workforce problem is genuinely regional and structural. The Jobs and Skills Atlas, Occupation Shortage List and Regional Labour Market Indicator are more useful than a general statement that nobody wants to live west of Dubbo. [Jobs and Skills Atlas](#); [Occupation Shortage](#); [Regional Labour Market Indicator](#)
- Check the existing Joint Organisation, council and inter-council arrangements before inventing a new one. If two councils are already sharing a function successfully, that is evidence. If an arrangement failed, I want to know why before I repeat it with a new name.
- If I am testing delivery of a State or Commonwealth service, go to the actual agency program, contract or commissioning requirements. The headline funding amount is not enough; I need to know what reporting, systems, staffing, insurance and performance obligations come with it.

Things I need to keep myself out of

- Designing the regional solution before I have proved the problem. Start with the service failure, vacancy, cost, delay or risk; then decide whether sharing is actually the answer.
- Assuming regional automatically means cheaper. It can just as easily create another manager, another system and more travel.
- Comparing one employee salary with a consultant invoice and calling the difference a saving. Count on-costs, housing or accommodation, vehicles, travel, systems, insurance, management, leave, backfill, training and recruitment.
- Creating a new governance body because it feels substantial. If the service can be fixed by an agreement between two or three councils, do that first.
- Letting 'shared services' drift into an amalgamation or shared-administration argument. The 2013 report is useful history and a source of questions; it is not the starting agenda for this project.
- Choosing a function because it looks tidy on a matrix when no council is prepared to host it and nobody is willing to be the customer.
- Assuming a common software system is a quick saving. Data migration, licences, interfaces, cyber security, records management, training and exit costs can swallow the saving very quickly.
- Using metropolitan or large-regional council case studies without checking whether the model depends on short travel distances, a deep labour market or a large in-house professional team.
- Collecting data because it is available. If it does not change whether I would recommend a pilot, I probably do not need it.
- Trying to force all councils into the first pilot. Two or three willing councils proving a model is more useful than nine councils half-committed to it.
- Claiming a saving without saying who keeps it. If the host council carries the risk while everyone else gets the saving, the model will not last.

Questions I want to remember to ask myself

- What is the actual pain point, and can I prove it with vacancy duration, failed recruitment, invoices, delayed work, compliance exposure or another real consequence?
- Is there already a council, Joint Organisation or other regional body doing this well? If yes, why am I not copying or adapting that instead of starting again?

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- What is the smallest, sensible pilot that will tell us whether the idea works?
- Who would host it, and why would that council say yes once the cost, workload and liability are fully visible?
- What must stay local: statutory decisions, community contact, emergency response, local priorities, data, or another non-negotiable?
- When two participating councils need the same specialist urgently on the same day, who gets priority and what service standard have we promised?
- What is the full annual cost, not just the salary or contract rate?
- Who employs the staff, who directs their work, who carries workplace, industrial, insurance and professional liability risk, and who holds any required statutory delegation?
- What information must move between councils, and what does that mean for privacy, records, cyber security, system access and data ownership?
- How does a council get out if the arrangement stops working, and who carries any stranded employee, contract, software or accommodation cost?
- Does the model build Western Division jobs and capability, or make us permanently dependent on another outside provider?
- If there is a saving, how is it shared and can any of it be reinvested in the communities that generated it?
- If we are delivering somebody else's government service, is genuine full-cost recovery possible once every overhead is included?
- What would I expect to see after 12 months if the pilot is working: fewer vacancies, lower contractor dependence, faster delivery, better compliance, lower cost, stronger local capability, or something else?
- Would the arrangement survive a change of Chief Executive Officer, Mayor or key staff member? If it only works because two current people get on well, it is not yet a durable model.

When I get stuck

- Ring the other Chief Executive Officer or General Manager and ask the obvious question, 'Would you actually sign up for this?' A quick no can save a week of modelling.
- Get one worked example; one vacancy, one contractor invoice, one service agreement, one delayed project, and follow the money and responsibility all the way through.
- Ask the relevant State or Commonwealth agency what its strongest objection would be. Better to answer it in the paper than hear it for the first time in the Minister's office.
- If the legal position is genuinely unclear, get a short targeted legal view on the specific model rather than commissioning a broad legal essay.
- If the cost cannot yet be pinned down, say so, identify the missing number and keep moving. False precision is worse than an honest gap.

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Annex C – Broken Hill: show the infrastructure load, then give government something it can consider

Broken Hill has been given the infrastructure stream because this part of the Strategy needs more than another graph showing that councils have old roads and not enough money. Work Breakdown Structure 1A, 2.1 and 2.2 need to show the scale of the job across the Western Division of Councils and then put forward a realistic way of dealing with it.

The only trap here is making it look like a Broken Hill funding bid. The examples and design need to work across the Division.

C1. Work Breakdown Structure 1A: Build the evidence without drowning in it

- Use comparable measures of infrastructure load: sealed and unsealed roads, bridges and major structures, water and sewer assets where relevant, drainage, aerodromes and other core community assets.
- Show renewal pressure using measures councils already use: depreciation, renewal and backlog ratios or another defensible indicator. I'd avoid inventing a new measure simply because it makes the position look worse.
- Separate recurring revenue from one-off capital grants. A big grant-funded construction year does not mean a council suddenly has a sustainable operating base.
- Find a small number of good examples where a local asset supports freight, agriculture, mining, tourism, water security, emergency access or another outcome well beyond the local rate base.
- Pick up lifecycle costs where councils inherited the ongoing renewal bill after an externally funded project was opened.

C2. Work Breakdown Structure 2.1: What would an Essential Infrastructure Renewal Fund actually look like?

The Strategy is not asking for another competitive grant program with an expensive application and a 12-week delivery window. The idea is predictable baseline support for genuinely essential infrastructure. What I'd like Broken Hill to do is turn that idea into something Treasury can properly pull apart.

It would be useful if the paper settles, or at least properly tests, these questions:

- What counts as 'essential'? Roads, water, drainage and assets needed for basic service continuity are the obvious starting point. Keep the definition tight enough that the fund does not become a general wish-list.
- Is this mainly renewal or replacement of existing assets? I think that is the strongest case. New growth infrastructure may need separate treatment.
- Who qualifies? Test remoteness, infrastructure load, population density, own-source revenue capacity and demonstrated renewal pressure.
- How would money be allocated? Formula funding, a base amount plus a needs component, or a small pilot cohort are all worth testing. Let's avoid recreating the problem with another high-cost competitive process.
- What contribution could a small council realistically make? A mandatory co-contribution that knocks out the councils we are trying to help rather defeats the purpose.
- How do we account for the money? Use existing asset and financial reporting wherever possible. Nobody needs another bespoke acquittal regime unless it adds real value.
- What is government protecting? Tie the proposal to freight routes, water security, emergency access, regional production and the cost of letting assets fail.

C3. Work Breakdown Structure 2.2: The Funding, Responsibility and Economic Dividend Audit

This is not an accounting audit. Think of it as a responsibility map. The useful question is whether the government controlling a rule or service is the same body carrying the asset, the administration, the cost and the local consequences.

For a small number of selected services or assets, map:

- Who sets the rule, standard or timetable: legislation, regulation, agency direction, funding guideline or mandatory standard?

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- Who actually delivers or administers it locally?
- Who pays the ongoing cost: rates, charges, tied grants, untied grants, State or Commonwealth funding?
- Who owns or carries the asset? Council, Crown or State, mixed or unclear?
- Who does the reporting and carries the compliance risk?
- Who gets blamed locally when it fails? That is not a legal test, but it matters politically and practically.
- What economic or community value is exposed: freight, industry, water, emergency response, tourism, service access or basic community continuity?

For a small number of services, I would also like the Audit to look beyond assets and ask what is happening on the ground:

- Has a State or Commonwealth agency reduced, withdrawn or never provided a permanent local service presence?
- Has council, a community organisation or another funded body stepped in to fill the gap? If so, under what authority or agreement?
- Are several agencies or organisations funding or delivering substantially overlapping activity in the same place?
- Is the present model dependent on drive-in, drive-out staff or repeated short-term contracts where a local or regional option may be more reliable?
- If council is delivering another government's service, what is the full cost and does the funding cover it?
- Could the service be delivered locally or regionally under a clearer delegation, contract or partnership without weakening accountability?
- If duplication or transaction costs are reduced, can some of the saving be retained in the region rather than simply disappearing from the local service system?

C4. Local examples: two or three good ones beat twenty ordinary ones

Broken Hill can coordinate the infrastructure fields in the one-page council snapshots, while each council owns its own numbers. The most useful examples will be the ones where the link between a local asset and a broader outcome is obvious.

- Use a dollar figure for renewal or risk if it is reliable.
- Explain the consequence of delay or failure in ordinary English.
- I'd leave out examples where the real issue is simply poor local maintenance or a decision entirely within council control. Those weaken the case.

C5. What would be useful back from Broken Hill

- A concise infrastructure evidence summary, with the technical detail in an appendix rather than in the Ministerial paper.
- A 3–5 page Essential Infrastructure Renewal Fund paper with one preferred model and one fallback or pilot option.
- A 3–5 page Funding, Responsibility and Economic Dividend Audit paper, a simple audit template and 3–5 worked examples.
- A short questions and answers paper that answers the obvious agency questions: How much? Why are current grants not enough? Who qualifies? Where is service duplication occurring? Are councils filling gaps left by other agencies? How do we stop duplication? What proves this is structural rather than a badly run council?

Timing. First draft by 5 February 2027; factual material for the 19 February brief; peer review and testing through April; revised technical papers substantially complete by 7 May; final integration in May; decision meeting after June.

C6. A few places I would start, and a few rabbit holes I would avoid

I would not turn this into a literature review. Start with the council's own audited numbers and asset plans, then use the external material to test whether the local story stacks up and whether government already has data that makes the case for us.

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Useful places to start

- Your Council New South Wales: use the downloadable time-series data and definitions for comparable council information but check anything important back to the council's audited statements. [Your Council New South Wales data](#)
- Audit Office of New South Wales: Local government 2025. Useful for current sector evidence on financial sustainability, water infrastructure, asset management, capital projects and the different risks facing rural councils. [Local government 2025](#)
- Transport for New South Wales Open Data: use the road network categorisation to separate State and Regional roads from local roads, and the freight datasets where freight importance is part of the argument. [New South Wales Road Network Categorisation](#);
- Transport for New South Wales freight data: useful where an asset is being justified by a freight or production task rather than simply by local traffic. [Freight data](#)
- Far West Regional Plan: use it to test whether the infrastructure or economic example lines up with an existing New South Wales Government regional objective. [Far West regional planning](#)
- Crown Lands: Western lands. If a case turns on land tenure, Crown roads, lease purpose or development constraints, use the current Western Division material rather than relying on the 2013 description. [Western lands](#)

Things I would not spend much time on

- A long list of unfunded capital projects. The job is to establish structural renewal pressure and a credible funding model, not assemble a regional wish-list.
- Counting a State road, State asset or another agency's asset as a council liability unless the point is specifically about the cost or service interface.
- Using replacement value, depreciation or backlog figures from different councils without first checking that the definitions are genuinely comparable.
- Treating a grant-funded construction year as evidence of recurring financial capacity.
- Using the 2013 report's population, financial or infrastructure numbers as current evidence. Use it for history and questions only.
- Examples that are really about poor local maintenance, a delayed council decision or an asset that has no wider service or economic consequence.

A few extra questions worth testing

- If this asset fails tomorrow, who outside the council area would notice and why?
- Is the problem renewal of an existing essential asset, a growth project, or both? Do not blur them.
- What funding programs already exist, why are they not enough, and what would the proposed fund do differently?
- Can the proposal be administered using information councils already report, or are we accidentally designing another expensive grant process?
- If government says the asset is a local responsibility, what State or national economic, freight, water, emergency or service outcome depends on it?

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Annex D: Wentworth: rates, grants and what these councils can realistically raise themselves

Wentworth has the revenue side of the project: Work Breakdown Structure 1B, 2.3 and 2.4. The argument cannot be 'our rates are too low' and it cannot be 'give us more grants'. We need to show what small rural and remote councils can actually raise, the size of the job that revenue has to support, and where the present State and Commonwealth settings do not line up with that reality.

D1. Work Breakdown Structure 1B: Give us a clean picture of revenue capacity

The basic data needs to be comparable. Total income on its own is almost useless if one council has just received a large capital grant.

- Rates and annual charges compared with operating revenue.
- A comparable own-source operating revenue measure.
- Operating grants and contributions, kept separate from capital grants and contributions.
- Financial Assistance Grants: total, and per capita or per road kilometre where that comparison actually tells us something.
- Population, land area, road length and key asset measures so the revenue number is read against the job council has to do.
- Unrestricted cash and liquidity where definitions are genuinely comparable. If they are not, say so rather than forcing a false comparison.

D2. Work Breakdown Structure 2.3: Rate pegging and Special Rate Variations: start with the problem, not a percentage

The policy question is how ratepayers remain protected while recognising that a council with a small population and a huge asset network cannot absorb every rise in labour, insurance, materials, compliance and renewal costs through efficiency alone.

- Use Western Division of Councils examples to show where the current settings bite in practice.
- Separate ordinary inflation and management choices from genuine structural disadvantage. 'Everything costs more' is not enough.
- Test whether the current rate-pegging framework properly recognises infrastructure load, small rate bases and unavoidable cost escalation.
- Look at options such as a differentiated mechanism, a simpler Special Rate Variation pathway, multi-year settings or another approach that improves predictability without removing ratepayer protection.
- Every option needs safeguards: transparency, consultation, hardship provisions, evidence of efficiency and clear limits on use.
- Use scenarios rather than nominating one magic number. Show what a modest extra revenue pathway would actually raise for a very small council and whether it would materially change the renewal problem.

D3. Work Breakdown Structure 2.4: Financial Assistance Grants: be clear whose lever this is

Financial Assistance Grants are a Commonwealth program. New South Wales cannot simply fix the national quantum. The Western Division of Councils can add useful evidence about how the scheme lands on remote councils and can support changes already being pursued nationally.

- Show how important Financial Assistance Grants are in the Western Division of Councils revenue mix using the same definitions across councils.
- Identify the characteristics of remote councils that are not adequately recognised, or get diluted, in the current outcome: road length, distance, sparse population, weak own-source capacity and similar factors.
- Check the reforms already being pursued by Australian Local Government Association, Local Government NSW and relevant inquiries before inventing a new formula from scratch.
- Keep 'increase the national pool' separate from 'change the distribution method'. They are different decisions even though they interact.

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- Where possible, show the practical effect for a representative small Western Division of Councils council. If we cannot model the formula properly, do not manufacture false precision.

D4. The jurisdiction piece: worth keeping clear

This stream can become muddled very quickly. The final package needs to say plainly who can make each decision:

- New South Wales rate-pegging and Special Rate Variation settings: New South Wales Government and Independent Pricing and Regulatory Tribunal framework.
- Financial Assistance Grants national quantum and national framework: Commonwealth Government.
- New South Wales Grants Commission distribution within New South Wales: a New South Wales process operating inside the Commonwealth scheme.
- Council efficiency and local rating choices: individual councils, within the statutory settings. We should acknowledge that local responsibility rather than imply every financial problem was caused elsewhere.

D5. What would be useful back from Wentworth

- A clean revenue-capacity and grant-dependency summary using the agreed definitions.
- A 3–5 page Rate-Pegging and Special Rate Variation paper with 2–3 options that could actually be implemented and clear ratepayer safeguards.
- A 3–5 page Financial Assistance Grants paper that separates Commonwealth quantum, distribution questions and the New South Wales-specific components.
- A one-page jurisdiction note. Its job is simply to stop the final package from asking the wrong government to make the wrong decision.
- A short answer to the question we know will come: why can't councils just raise more revenue or cut costs?

Timing: same project dates - first draft 5 February; material into the 19 February factual brief; full work resumes after the election; peer review substantially complete by 7 May; integration in May; Western Division of Councils decision at the meeting after June 2027.

D6. Where I would look before inventing a new funding formula

This workstream is the one most likely to disappear into formulas. I would start with the current rules, current allocations and actual council revenue capacity, then only design something new where the present arrangements can be shown to miss the Western Division problem.

Useful places to start

- New South Wales Local Government Grants Commission: this should be the first stop for current Financial Assistance Grant methodology, allocation material and consultation documents. The Commission is presently consulting on its proposed methodology, with submissions due 9 October 2026, so use that material while it is live and replace it with any final methodology issued later. [Local Government Grants Commission](#)
- Australian Government: Financial Assistance Grant to Local Government. Use this for the national pool, legislation, national principles, payment arrangements and the distinction between the general purpose and local roads components. [Financial Assistance Grant to Local Government](#) (Note that I have a paper on FAG reform worth reading which may assist.)
- Independent Pricing and Regulatory Tribunal: rate peg. Use the current method and each council's actual rate peg rather than treating the peg as a simple inflation number. [The rate peg](#)
- Independent Pricing and Regulatory Tribunal: special variations. The 2027–28 process is running during this project, so the guidance, application criteria and published determinations are useful real-world tests of what councils have to prove. [Special variations and minimum rate increases](#)
- Your Council New South Wales: use the time-series data for rates, own-source revenue, grant dependence and comparison, but read the definitions and avoid treating group averages as a verdict on an individual council. [Your Council New South Wales data](#)

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- Audit Office of New South Wales: Local government 2025. Useful for independent evidence about liquidity, operating losses and rural council financial sustainability. [Local government 2025](#)

Things I would not spend much time on

- Comparing total income between councils. Capital grants can make a weak operating position look healthy for one year.
- Treating the rate peg as if it is the Consumer Price Index. Use the actual Independent Pricing and Regulatory Tribunal methodology and the council-specific result.
- Assuming removal of rate pegging fixes the problem. Work out what each additional one per cent of general income would actually raise in dollars for a small council.
- Mixing up the Commonwealth decision about the national Financial Assistance Grant pool with the New South Wales decision about distribution within the State.
- Using one year's Financial Assistance Grant payment timing as evidence of structural change. Advance payments can distort year-to-year comparisons.
- Comparing Western Division councils with superficially similar councils without checking land area, road length, asset responsibilities, population density and service geography.

Questions I would like Wentworth to answer if the data allows

- What does an extra one per cent of general income actually raise for each Western Division council, and how does that compare with its annual operating or renewal pressure?
- Which parts of the current Financial Assistance Grant methodology already recognise remoteness, road length, population and revenue capacity, and where do Western Division councils still lose out?
- If the national pool increased but the New South Wales distribution method stayed the same, what changes locally? If the distribution method changed but the national pool did not, what changes?
- What can the New South Wales Government or Grants Commission change without Commonwealth legislative change?
- What evidence should be used to show ratepayer capacity and hardship rather than simply asserting that communities cannot pay more?
- Which recent special variation determinations show arguments that the Independent Pricing and Regulatory Tribunal accepted or rejected, and what can we learn from them?

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Annex E: Central Darling: what being small and remote actually costs, and who pays when government adds another job

Central Darling has Work Breakdown Structure 1C, 2.5 and 2.6. These are two ideas everyone nods at, 'rural and remote councils are different' and 'no unfunded mandates', but they are easy for government to agree with in principle and leave completely vague. Your job is to put measurable tests around them.

E1. Work Breakdown Structure 1C: Put numbers around remoteness, workforce and compliance pressure

- Use objective indicators: land area, population density, road and infrastructure load, distance to major service centres, own-source revenue capacity and the depth of the local professional workforce.
- Show persistent vacancies and the real market cost of contractors or consultants used to fill statutory or specialist gaps.
- Identify compliance functions where the fixed cost is much the same whether a council serves 2,000 people or 100,000 – audit, specialist licences, mandatory plans, reporting and similar obligations.
- Use a few cost-shifting examples where another government controls the rule or timetable and the council carries a material delivery cost or local risk.
- One thing worth being fair about: a genuine unfunded mandate is not the same thing as poor budgeting, an ordinary change in service expectation or a council choosing to provide more than the minimum requirement. The test still has to survive agency scrutiny.

E2. Work Breakdown Structure 2.5: Build a Rural and Remote Sustainability Stream that is more than a slogan

The Strategy proposes a dedicated New South Wales stream that recognises distance, infrastructure load, low population density and limited own-source revenue. What I'd like Central Darling to do is turn that into a model we can discuss with government.

- Who qualifies? Use a small set of measurable criteria. A threshold or weighted index may work, but it cannot be so loose that every council in New South Wales qualifies.
- What does the stream fund? Minimum service capability, specialist workforce, essential infrastructure renewal, or some combination? Be clear where this overlaps with Broken Hill's Infrastructure Renewal Fund work and where it does not.
- How is money allocated? A base amount for unavoidable fixed costs plus a needs component for remoteness and infrastructure load is one option worth testing.
- What information does a council have to provide? Prefer data it already reports. A sustainability stream shouldn't create a new grant-writing industry.
- How do we know it worked? Service continuity, fewer critical vacancies, improved renewal, less emergency consultant dependence; use outcomes people can understand, not another 40-line compliance return.

E3. Work Breakdown Structure 2.6: A No Unfunded Mandates test that can actually be used

The principle is simple: if government creates a material new obligation for councils, somebody should identify the real cost before it lands, and the funding question should be dealt with. The difficult part is separating a genuinely new material obligation from normal regulatory change.

My starting six-step test is below. Improve it if you can, but keep it practical:

- Identify the proposed new obligation before implementation: legislation, regulation, program condition, mandatory standard, reporting requirement or new service duty.
- Prepare a Regulatory and Service Cost Impact statement using a representative group of councils, including at least one small rural or remote council.
- Separate transition cost from recurring cost: systems, staff, consultants, training, capital works, reporting, travel, audit and compliance.

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- State how the cost is intended to be funded: appropriation, grant, fee or revenue authority, existing council revenue or a combination.
- Where the impact is materially different by council type, provide a different funding or implementation pathway rather than pretending one size fits all.
- Review actual cost after implementation. If the estimate was materially wrong, there needs to be a way of correcting the underfunding rather than leaving councils to absorb it forever.

There is a second issue that is not quite an unfunded mandate but lands in the same place financially: councils quietly taking on services because another level of government has reduced its presence or the community would otherwise go without. The 2013 report called this out directly. I think we should capture it rather than pretend it sits outside this project.

- What service is council providing that would ordinarily sit with another level of government?
- Why did council step in, and is the arrangement formal or simply something that evolved over time?
- What is the real annual cost, including management time, systems, vehicles, travel, buildings, insurance, audit and reporting?
- Does the funding cover the full cost, or is council subsidising the service from rates or untied income?
- If the service is important and council is well placed to deliver it, what agreement, delegation or funding arrangement would make it sustainable?
- If council should not be providing it, what is the realistic exit or transition plan so the community is not left stranded?

E4. Test it against real examples

A clever principle means very little until it survives a few real cases. Every participating council can provide up to three examples; Central Darling should choose the strongest ones for the final paper.

- What was council newly required to do?
- Where did the requirement come from: Act, regulation, guideline, funding condition, agency requirement?
- When did it commence and how much lead time was given?
- What was the one-off cost and the ongoing annual cost? Mark estimates as estimates.
- What funding or fee authority was provided?
- What were the local consequences: service reduction, compliance risk, workforce diversion, financial pressure or community conflict?
- Why is it a good example of the mismatch between control of the rule and funding of the delivery?

E5. What would be useful back from Central Darling

- A short evidence summary on remoteness, workforce scarcity, compliance burden and cost shifting.
- A 3–5 page Rural and Remote Sustainability Stream paper with measurable eligibility and a practical way of allocating and implementing it.
- A 3–5 page No Unfunded Mandates paper using the six-step test above, or a better version, and several worked examples.
- A one-page note headed 'What this does not mean': it is not lower service standards, a blanket exemption from regulation or an argument that councils do not need to find efficiencies.
- A short schedule of material services councils are providing on behalf of, or in place of, another level of government, showing the funding arrangement and whether the service is being delivered at full cost recovery.

Timing. First draft by 5 February; factual material by 19 February; peer review and testing after the election through April; revised papers substantially complete 7 May; integration in May; Western Division of Councils decision after June 2027.

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E6. Where I would look for evidence, and what I would be careful about calling an unfunded mandate

Central Darling's job will be stronger if it is built from actual obligations, recruitment records and costs rather than general statements about remoteness. The best examples will be the ones where an agency can see exactly what changed, what it cost and why a small remote council could not simply absorb it.

Useful places to start

- Local Government New South Wales: Cost Shifting 2025. This is useful supporting evidence and provides a sector-wide definition and scale of cost shifting, but the final Western Division examples still need their own local evidence. [Cost Shifting](#)
- Office of Local Government circulars and guidance: useful for identifying when a new reporting, governance or regulatory requirement commenced and what councils were actually told to do. [Office of Local Government circulars](#)
- New South Wales legislation: check the current Act, regulation or other statutory instrument before calling something mandatory. [New South Wales legislation](#)
- Jobs and Skills Australia: Occupation Shortage List. Use it to test whether the specialist roles councils say are hard to recruit are also recognised as shortage occupations. [Occupation Shortage](#)
- Jobs and Skills Atlas: useful for regional labour-market trends, occupations, vacancies and industry competition for the same workforce. [Jobs and Skills Atlas](#)
- Australian Bureau of Statistics: Data by region. Use Local Government Area data for population, employment, business, income and other regional context rather than relying on old Census-era figures. [Data by region](#)
- New South Wales population projections: useful for testing the longer-term service base, but remember they are projections, not targets or certainties. [Population projections](#)

Things I would not spend much time on

- Calling every new rule or compliance cost an unfunded mandate. Some are ordinary changes to the statutory baseline and some have offsetting benefits.
- Including a council's discretionary decision to provide a higher service level and presenting it as a cost imposed by government.
- Using headline contractor expenditure without comparing it with the realistic cost of employing, housing, training and retaining the equivalent permanent capability.
- Relying on a story that a position is 'hard to fill' without recruitment attempts, vacancy duration, turnover or contractor dependence behind it.
- Assuming all remote councils experience the same workforce problem. Some functions may be scarce everywhere; others may be a local management or market issue.
- Arguing for lower regulatory or service standards. The stronger argument is proportionate implementation, realistic lead time and proper funding.
- Repeating an infrastructure funding issue that belongs in Broken Hill's stream unless the point here is the compliance, workforce or cost-shift consequence.

Questions I would like Central Darling to test

- Was the obligation genuinely new, or did government simply start enforcing an existing requirement more tightly?
- What part of the cost is fixed regardless of whether the council serves 2,000 people or 100,000 people?
- Was council given authority to recover the cost through a fee or charge, and if so is that recovery realistic in a very small market?
- How many recruitment attempts failed, how long was the function vacant and what did the interim arrangement cost?

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- Could the function be delivered regionally without moving the statutory decision or local accountability away from council?
- What happens to service quality, compliance or another council service when the new obligation is absorbed without funding?
- If government funded the obligation properly, what would the funding mechanism look like: fixed base amount, per-service payment, reimbursement, fee authority or something else?

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Annex F: Where every other Western Division of Councils council fits in

The four lead councils can write the policy papers, but it will only feel like a genuine Western Division of Councils package if the rest of the councils put some local evidence into it. The contribution from each council is deliberately limited; I certainly don't want nine councils spending months rebuilding the same datasets.

F1. One page that tells your council's story without a speech

If each council can prepare a one-page impact snapshot, a Minister or senior official should be able to understand the structural job that council has in about two minutes.

- Council profile: population, area, major towns and communities and one short sentence on the service geography.
- Infrastructure load: road length, water and sewer responsibilities where relevant, major bridges, aerodrome, drainage or another unusually significant asset burden.
- Revenue profile: rates and annual charges, a comparable own-source measure, operating grants, capital grants, Financial Assistance Grants and any qualification needed to understand the figures.
- Workforce pressure: 2–5 specialist roles that are persistently difficult to recruit or materially reliant on consultants or contractors.
- Top infrastructure risk: one or two assets or classes where renewal pressure has a clear consequence.
- Best compliance and cost-shift example: one good example, not every complaint council has ever had.
- Economic and service value at risk: freight, agriculture, mining, tourism, water security, health and service access, emergency response or community continuity.
- Main outside barrier to local economic development: one issue that government could realistically help remove, such as land tenure, Crown land, approvals, housing, telecommunications, infrastructure, service access or another recurring blockage.
- Your practical priority: which one or two of the six reform streams would make the biggest difference locally, and why?

F2. Three local examples is plenty

Three is plenty. If every council sends 20 examples, the evidence quickly becomes unusable.

- One infrastructure and renewal example.
- One workforce, service-gap, compliance or unfunded-obligation example.
- One example showing how a council asset or service supports a broader regional, State or Commonwealth outcome.

F3. A short capability survey for Work Breakdown Structure 2.7

- List professional or specialist functions you struggle to recruit, retain or afford.
- For each one, say how you currently deliver it and, if readily available, the rough annual contractor or consultant dependence.
- Identify anything your council could potentially provide to a neighbour or host regionally.
- Identify anything your council would consider receiving through a lead-council, shared or regional model.
- List any material State or Commonwealth service council is already delivering locally and whether it is covered by a formal agreement and full-cost funding.
- Flag the non-negotiables: statutory decisions that need to remain local, response times, physical presence, community interface, data and security or another control issue.

F4. A quick check before the numbers leave the building

- A quick Chief Executive Officer or General Manager or senior-officer check of the narrative and local examples should be enough.
- Finance can check the financial figures and definitions.
- Infrastructure and engineering can check roads, assets and renewal information.

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- Governance, planning, water or another relevant specialist can check any statutory or compliance example being used.
- Where an example affects an Aboriginal community or depends heavily on local knowledge, it is worth checking the facts with the relevant local people before we build an argument around it.
- If a number cannot be verified in the time available, mark it 'working data – verification required' and keep moving. Do not present a guess as a fact.

When? Get the first snapshot, examples and capability information to the relevant lead Chief Executive Officers in time for their 5 February drafts. Any gaps can be recorded in the 19 February factual brief and tidied up during the post-election work through April.

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Annex G: Mayoral Sponsors; keep us pointed in the right direction

Daniel, Tom and Jarrod are important to this because the project cannot finish as a Chief Executive Officer technical exercise. The Western Division of Councils has to own the eventual position, and the political leadership has to come from Mayors once there is something ready to put to government.

What would help from the Sponsors is fairly simple:

- Check the direction at agreed milestones – monthly is enough unless something genuinely needs a quick decision.
- Ask whether a Mayor, Minister or community member who has not read the 29 May Strategy can understand the ask. If not, the paper is not ready.
- If one council's interests are starting to dominate what is meant to be a Western Division of Councils position, say so.
- Help narrow the final asks. Three or four clear first decisions are more useful than a dozen worthy ambitions.
- Once the Western Division of Councils formally endorsed the package, lead the political meetings and public ownership. Chief Executive Officers should be there to answer the technical questions, not to substitute for the elected leadership.
- Keep the project non-party political. The whole point is to produce something durable enough to be put to whichever government and Ministers hold the relevant portfolios after the election.
- Before the final package is locked, make sure the parts that affect local service delivery have been tested with the people who will live with them. That includes appropriate Aboriginal organisations and local community voices where the proposal directly affects them. I am not suggesting another standing committee; just enough checking that we do not call a Western Division solution without asking the people most affected.

I don't think anyone needs the Sponsors line-editing every Chief Executive Officer paper or getting dragged into technical details that can be sorted between the Chief Executive Officers. The useful Mayoral question is usually: 'Is this an ask we can explain and defend?'

Key points in the diary. The Sponsors should see the February factual brief, then pick the project up properly again after the election, review the integrated package in the second half of June and be ready for the Western Division of Councils decision meeting after June 2027.

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Annex H: A few common tools so we do not all reinvent the wheel

These are guides, not sacred templates. If a paper reads better another way, use common sense. I just want enough consistency that the final package can be put together without translating four completely different documents.

H1. A workstream paper should roughly answer these questions

1. What is the problem, in plain English?
2. Why is it particularly a Western Division of Councils problem? Use evidence, not adjectives.
3. What is government or councils already doing about it? Acknowledge existing programs and funding.
4. Where does the present model fall over?
5. What are the realistic options? If there is a genuine choice, show more than one.
6. What do you recommend and why?
7. Who actually has the power to decide or implement it?
8. What does it cost, save or require? If we do not know yet, say what costing is still needed.
9. How could we start: pilot, policy change, funding stream, regulatory change, council agreement, or something else?
10. What could go wrong, and what safeguards are needed?
11. What decision do you need from the Western Division of Councils in June?
12. What is still unresolved and can sensibly be finished after the June decision?

H2. When another Chief Executive Officer reads your paper, these are the questions worth asking

- Have you defined the problem, or jumped straight to the solution you liked at the start?
- Does the evidence support the proposed reform?
- Are you asking the right level of government to act?
- Would this work for a council with very few professional staff?
- Does it duplicate an existing grant program, sector campaign or another Western Division of Councils stream?
- What is the strongest objection Treasury, Office of Local Government or the relevant agency will make? Have you answered it?
- What would the first 12 months actually look like?
- If this problem was being discussed in 2013, have you explained what happened since and why this proposal is different?
- Does the proposal build local capability, or does it simply move cost and expertise somewhere else?
- If it saves money or removes duplication, who receives the benefit and can any saving be reinvested locally?
- Can you explain the ask in three sentences without losing its meaning? If not, keep working on it.

H3. Before we put something to the Western Division of Councils in June

I would like each lead Chief Executive Officer to be able to answer 'yes' to most of the following. 'Still to do' is acceptable if the gap is identified and does not stop the Division making the decision in front of it.

- Common data definitions have been used, or differences are clearly disclosed.
- The lead Chief Executive Officer has identified the preferred reform or the short list of options requiring a decision.
- Jurisdiction is clear.
- Material cost, funding and implementation issues are identified.
- At least two other councils have tested whether the proposal would work for them.
- Relevant local and Aboriginal stakeholders have been tested where the proposal materially affects their community or service access.
- There is a simple measure for what should be different after 12 or 24 months if the reform works.
- Mayoral Sponsors have reviewed the direction.
- The proposal does not contradict another workstream.
- The decisions sought can be stated on one page.
- Any technical gaps that can be fixed after endorsement are listed rather than hidden.

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H4. Common data request: keep it to the minimum

Lead Chief Executive Officers can ask a targeted follow-up question where it changes a policy decision. The only thing I'd like to avoid is every council being asked to complete a second sustainability inquiry by spreadsheet.

- Profile: population, land area, major communities, road length and any unusual remote-service characteristic that matters.
- Revenue: rates and annual charges, total operating revenue, own-source measure, operating grants, capital grants, Financial Assistance Grants, financial year and source.
- Infrastructure: key asset classes, available renewal and backlog indicator and one major risk or example.
- Workforce: critical vacancies, how long they have been difficult to fill, and material consultant and contract dependence.
- Compliance and cost shift: up to three examples with the obligation, date, cost and funding source.
- Capability model: hard-to-staff functions, current delivery model and interest in receiving or providing regional capability.
- Economic and service consequence: one short description of the freight, production, water, emergency, tourism or essential-service value exposed.
- External service delivery: any material State or Commonwealth service council is delivering locally, the funding arrangement and whether council believes the full cost is recovered.
- Economic development barrier – one outside blockage that materially constrains growth or investment and is capable of government action.

H5. Ten questions from 2013 that we should not still be dodging

The old report is useful here because it asks some uncomfortable questions that are still current. We do not need a history lesson in every paper, but across the program I would like us to be able to answer these:

- Is council providing a service because another level of government has reduced or withdrawn its local presence? If so, what does it cost council and who pays?
- Could that service be delivered by council or a regional arrangement under a properly funded agreement rather than by informally filling the gap?
- Are two or more government agencies, councils or funded organisations doing substantially the same thing in the same place?
- Are government agency boundaries, funding programs or reporting arrangements creating unnecessary duplication or administrative cost?
- If a regional or shared model saves money, where does the saving go? Does it stay in the Western Division and improve services, or simply disappear into another budget?
- Does the proposed model build local employment and professional capability, or does it merely move the work to another provider somewhere else?
- What existing local or regional capability are we overlooking?
- What is the principal government-created barrier to economic development in each council area, and can this project sensibly do anything about it?
- Whose local knowledge needs to be tested before we claim this is a Western Division solution?
- What will be measurably different after 12 or 24 months if the proposal works?

Historical source: Independent Local Government Review Panel, Strengthening Far West Communities: A Pathway for Change, October 2013. It is being used here as a historical benchmark and source of questions, not as current financial or demographic evidence and not as an endorsement of its structural recommendations.

H6. A simple evidence hierarchy so we are all using the same sort of material

When there is a choice between sources, I would use them roughly in this order. It will save arguments later about where a number came from.

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- Council's audited financial statements, adopted plans, asset records, payroll and recruitment records, contracts and other primary council records.
- Current legislation, regulations, agency guidelines, grant rules and official government datasets.
- Independent regulator or Audit Office material.
- Peak-body research and reputable academic or industry analysis, particularly where it is based on disclosed data.
- Media reports, old reviews and anecdotal examples only as a lead to something we can verify. They are useful for finding the question, not proving the answer.

If an artificial intelligence tool helps find a source, fine. The source still needs to be opened, checked and cited. I do not want a government paper relying on an artificial intelligence summary of a document nobody has read.

For any number that matters, keep a short source note: source document, year, definition and any qualification. If two councils use different definitions, say so rather than forcing a false comparison.

Final working rule

If a piece of information does not help answer a decision, there is probably no need to collect it. We already have enough diagnosis. The useful part of this phase is turning what we know into a handful of things the Western Division of Councils can decide and government can respond to.



Balranald Shire Council

MONTHLY OPERATIONAL REPORT

30 September 2026



Balranald Shire Council Monthly Operational Report – September 2026 Overall Council

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.

A detailed list of all Accountabilities can be found at this LINK: [Accountabilities FULL V1.docx](#)

Terry Dodds PSM Chief Executive Officer



Balranald Shire Council **Monthly Operational Report –** **September 2026** **Overall Council**

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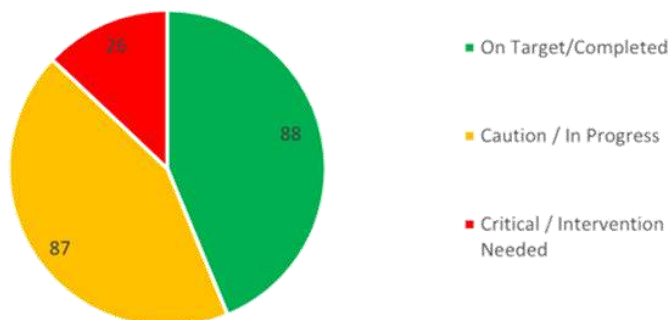


Balranald Shire Council Monthly Operational Report– September 2026 Civic

WHOLE OF COUNCIL

Key Performance Indicators

Overall Performance Delivery Program



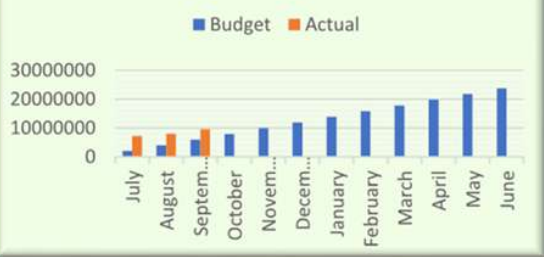
Council is making good progress across the 4-year delivery plan.

Legend

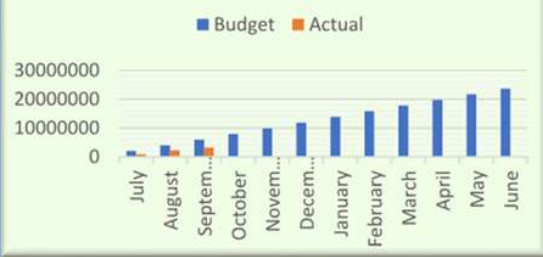
Dept/Position acronyms: CEO – Chief Executive Officer, CFO – Chief Finance Officer; EMCG – Executive Manager Community & Governance; MPE – Manager Planning & Environment; MTPS – Manager Technical Services & Projects; WS – Works Superintendent

Financial Data

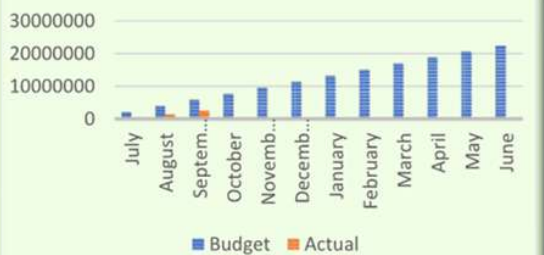
Consolidated Funds Income



Consolidated Funds Expenditure



CONSOLIDATED FUNDS CAPITAL EXP



Financial Summary

For the end of quarter one overall income is trending a little above budget, which is largely due to the entire rate levy being raised as income.

Expenditure is trending a little lower than budgeted for the end of quarter one.

Capital works have started to get underway for this financial year in the last month, so although expenditure is low at present Capital works are underway.



Balranald Shire Council Monthly Operational Report– September 2026 Civic

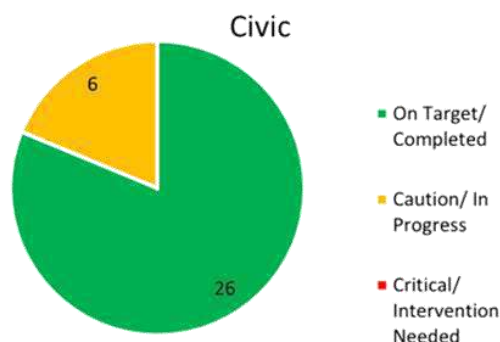
CIVIC

Part A: Executive/Management Accountabilities

Chief Executive Officer

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

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

PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
1.2.2.3	Continue to support the Australia Day celebration, recognising and embracing our diverse communities	CEO	X	X	X	X	😊

Current Efforts (expenditure/projects)

- 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			😊
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Current Efforts (expenditure/projects)

- 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	
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	😊

Current Efforts (expenditure/projects)

- 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

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

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- Evidence was given to NSW Upper House Inquiry into the impact of Renewable Energy Zones on rural and regional communities and industries
- Advocacy has focused on enforceable road protections, financial guarantees, properly planned workforce accommodation, sequenced utilities and practical resourcing for councils expected to manage the consequences
- CEO is Chair of RAMJO Energy Sub-Committee, which has put Balranald in the box seat to advocate for strengthening the regional voice and reducing the risk of Balranald being treated as an afterthought
- A consistent point has been that cumulative impacts on roads, housing, water, sewer, waste, workforce and community 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
- 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



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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 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
- On 4 September Council completed its regional water and sewer submission and Mayoral media material. Balranald's 30-year planning identifies more than \$24 million in future works and assumes about \$17.22 million in government assistance; Council's position is for a long-term State capital program plus a bridging program while the funding model is reworked.
- The Western Division of Councils adopted the sustainability motion at Broken Hill on 11 September. I have since taken on the Program Lead role and, by 5 October, completed the implementation plan so the work now has assigned Chief Executive Officer workstreams, common evidence, local impact snapshots and practical delivery-model options rather than another general discussion paper.
- Balranald's Sturt Highway corridor response was provided on 8 September. On 30 September the Action Group transition was formalised, with Mayor Louie Zaffina as Chair and Balranald Shire Council providing the Secretariat, with the CEO as Secretariat contact.
- A September response from the NSW Government on the South West Renewable Energy Zone community-benefit program confirmed the initial \$60 million program, but did not settle the seven-council allocation proposal, the role of councils, timing or governance. Those matters remain live advocacy issues.
- Bidgee Haven was used in two separate September advocacy streams. Mayoral correspondence sought a fairer residential aged-care funding outcome for small remote facilities, and Council lodged a 30 September submission on the proposed NSW State-led Designated Area Migration Agreement using Bidgee Haven as the practical example of the workforce and visa problem.
- (October Council Report) Early advocacy has also moved into two practical areas: e-bikes and micro-mobility, where Mayoral correspondence asks what councils and regional Police can actually enforce; and future agricultural support, where letters to the NSW and Commonwealth Agriculture Ministers seek clearer triggers and assistance pathways after the Dried Fruits Australia rate-relief request highlighted the gap.
- Council communication continued through the September Community News and the regular 3SH program, with CEO interviews continuing through 30 September.

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	😊
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Current Efforts (expenditure/projects)

- 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)
- A draft Historical Recognition and Future Naming Audit has now been prepared for Council consideration (October Business Paper).

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	😊
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Current Efforts (expenditure/projects)

- 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



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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	😊
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Current Efforts (expenditure/projects)

- 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

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	😬
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- 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	
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	😬

Current Efforts (expenditure/projects)

- 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
- The September Ministerial response on the South West Renewable Energy Zone community-benefit program confirmed the initial \$60 million program but did not resolve the seven-council distribution proposal, individual council outcomes, timing or governance. Council's position on roads, housing, water, sewer, waste, workforce accommodation and cumulative impacts therefore remains unchanged.

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	😊
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Current Efforts (expenditure/projects)

- 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

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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	😊
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Current Efforts (expenditure/projects)

- 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
- Further Ministerial correspondence on water recovery was received in late September. Council has kept the issue open and continues to press for transparent purchase information and proper consideration of cumulative local socio-economic impacts rather than treating each purchase in isolation.

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	😊
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- 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
- The Sturt Highway work has now been framed as one interstate corridor rather than a series of separate council requests. The current approach is to settle the first NSW corridor draft and then engage Victoria and South Australia on freight, heavy vehicles, road safety, resilience, bottlenecks and data sharing.

3.5.3.2	Council joins advocacy for a National accreditation and licencing system for key industries	CEO	X	X	X	X	😬
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Current Efforts (expenditure/projects)

- 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

PILLAR 4: Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
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	😬

Current Efforts (expenditure/projects)

- 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

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- Aerodrome project-planning and grant-readiness work continued through late September, including refreshed project-plan and Remote Airstrip Upgrade Program material. The strategic case remains tied to Royal Flying Doctor Service access, emergency response, mineral sands, renewable-energy activity, workforce movement and tourism.

4.3.1.2	Continue advocacy for Sturt Highway upgrades and overtaking lanes	CEO		X	X			
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Current Efforts (expenditure/projects)

- 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
- Balranald lodged its Sturt Highway corridor response on 8 September, arguing that the road should be judged by the transport task it performs; interstate freight, agriculture, mining, tourism and future renewable-energy traffic, rather than simply the population living beside it.
- On 30 September Mayor Louie Zaffina became Chair of the Sturt Highway Action Group and Balranald Shire Council took over the Secretariat. As at 7 October, further Ministerial correspondence is being held until Hay Shire Council David Webb's draft Corridor Plan is available so the Action Group speaks from one document rather than sending overlapping requests.

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		
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Current Efforts (expenditure/projects)

- 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	
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	

Current Efforts (expenditure/projects)

- 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	
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Current Efforts (expenditure/projects)

- 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	
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	

Current Efforts (expenditure/projects)

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- 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)
- The CEO-to-staff delegations framework has been substantially rebuilt as a controlled, position-based register. The remaining work is to finish signed instruments, acknowledgements, statutory appointments, acting arrangements and one controlled current version.
- A draft Smart Glasses and Recording Devices Policy was prepared in late September for the October Business Paper in response to the privacy and safety risk in places such as the pool, children's activities, customer-service areas and Bidgee Haven.
- The older outstanding Council-action list was reviewed at the end of September so completed items can close with evidence, matters needing a quick check can be verified, and genuinely open matters are clearly allocated.
- The CEO update for the 19 October Audit, Risk and Improvement Committee has now been prepared. It keeps the focus on audit close-out, delegations, verified Monthly Operational Reporting, grant and procurement compliance, Council building condition, Bidgee Haven workforce risk and the long-term water and sewer funding gap.
- The local purchasing review as contained in the October Business Paper has been brought back to the legal and financial basics: supporting local suppliers remains important, but cannot override tender requirements, grant conditions, value for money or probity. That matters when about 59.4% of Council income is grant related.
- The Donations, Subsidies and Financial Assistance Policy is being refreshed so decisions are made from a shire-wide view of community need, access and equity, with major-event assistance directed to non-profits and individuals.

6.1.3.2	Council understands the professional goals of all staff and supports their continued growth through paid professional development (in line with Council's needs and budget)	CEO	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- Progressing well
- Professional development continues to be supported where it aligns with Council's need 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	😐
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- Compliant
- Council meeting agendas, business papers and minutes continue to be made publicly available in accordance with legislative requirements

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

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|---------|---|-----|---|--|--|--|--|--|---|
| 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	
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- 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?

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	
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- 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
- Since the August MOR, Balranald's CEO external roles have strengthened further: Chair of the RAMJO Energy Sub-Committee, Program Lead for the Western Division sustainability implementation work, member of the Office of Local Government Accounting and Finance Code Working Group, and Host Council/Secretariat for the Sturt Highway Action Group.
- Those networks are now being used directly across Transport for NSW, regional water and sewer advocacy, Investment NSW skilled migration, Commonwealth aged care, RAMJO, Western Division councils and peer councils.

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	
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- 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
- The live advocacy map has moved on since August and now includes the Western Division implementation program, Sturt Highway Corridor Plan, regional water and sewer funding, Financial Assistance Grants, South West Renewable Energy Zone community benefit and cumulative impacts, water recovery, and Bidjee Haven funding/workforce issues.
- Early October added two specific streams: practical regional enforcement and council powers for e-bikes, and a forward-looking State/Commonwealth response framework for major agricultural losses.

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	
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	understanding across car
Current Efforts (expenditure/projects)	



Balranald Shire Council Monthly Operational Report– September 2026 Civic

- 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
- New briefing and advocacy material since the August MOR includes the 4 September regional water and sewer submission and Mayoral media material; the 8 September Sturt Highway corridor response; Sturt Highway Ministerial and agency correspondence; Western Division sustainability implementation material; aged-care funding correspondence; and the 30 September NSW DAMA submission.
- Early October material now also includes the detailed Western Division Implementation Plan, Mayoral e-bike letters to Transport/Roads and Police, and State and Commonwealth Agriculture letters seeking a clearer framework for future industry-wide weather impacts.

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	😊
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Current Efforts (expenditure/projects)

- 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	😊
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Current Efforts (expenditure/projects)

- 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

Part C: Team Roles, Accountabilities (see LINK) & 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

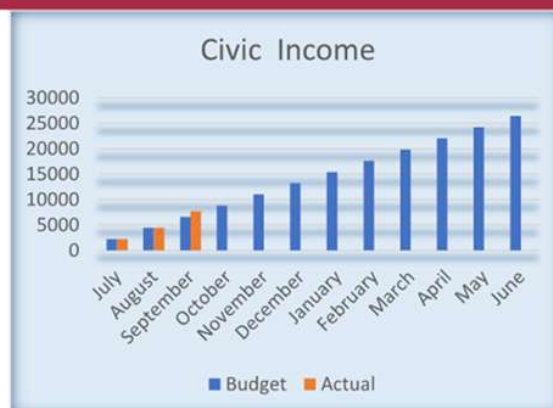
The Executive Assistant provides high-quality administrative and coordination support exclusively to the Senior Executive Assistant, enabling the effective delivery of executive governance, Council process integrity, and organisational coordination functions.

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.

Civic

Financial Data



Financial Summary

Both income and expenditure are within budget limits.

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

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Civic – Governance – Operational Update

- Held Citizenship Ceremonies for 3 new Australian Citizens.
- Organised funerals, created plaques for families to place on graves.
- Continued to book accommodation, flights and registrations for conferences and meetings for Louie, Terry and staff.
- Continue with weekly advertisements, monthly Mayoral Columns and the community newsletter.
- Update Facebook and the website with regular posts and advertisements.
- Continue working on MOR to make it easier to read.
- Commenced advertising for Australia Day Nominations.
- Agenda, Minutes and Notices for various committees including Council.
- Invitations sent for Civic Dinner 2026.



Figure 1 Citizenship awarding ceremony

Civic – Governance – Service Metrics

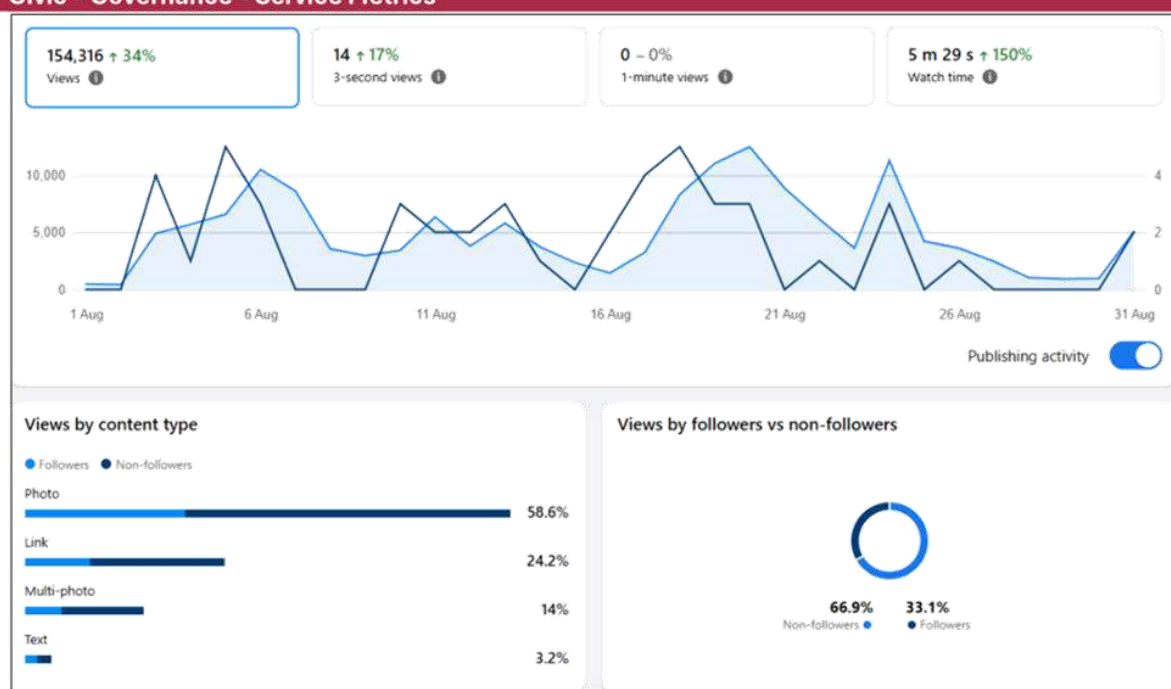


Figure 2 Facebook analytics

Civic – WHS & Risk – Operational Update

DoneSafe Implementation:

- 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 utilisation across teams.
- The DoneSafe Checklist Completed report has been included to demonstrate current uptake and participation levels.
- Plant/Machinery Induction process is underway, with induction requirements now being linked directly to staff profiles.
- All staff qualifications, licences, and competency documents are being uploaded into DoneSafe to support accurate compliance tracking.
- Supervisors' Checklist rollout continues; minimum requirement remains 2–3 inspections per week for outdoor teams and 1 per week for indoor teams. Only two checklists were completed for the entire month, indicating low compliance and the need for further reinforcement.

Return to Work (RTW):

- Managing 4 active RTW claims, with 2 claims pending closure.
- This remains a significant workload for a small Council and requires ongoing monitoring and coordination.

Insurance Claims:

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

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

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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	- 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 19/1	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 Assessor inspected all damaged sites on 13/8; final report pending additional information sent. Waiting on response back from the inspector
Water under floor Royal theatre	- 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. - We have completed the investigation of where the water is coming from we are still watching the water move - Report will be back this week 6/10/26

Civic – WHS & Risk – Service Metrics



Figure 4 Injury report by type



Figure 3 Incident report by type



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Figure 6 Donesafe checklist

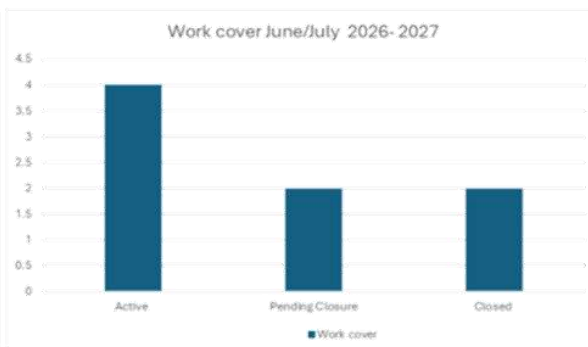


Figure 5 Work cover

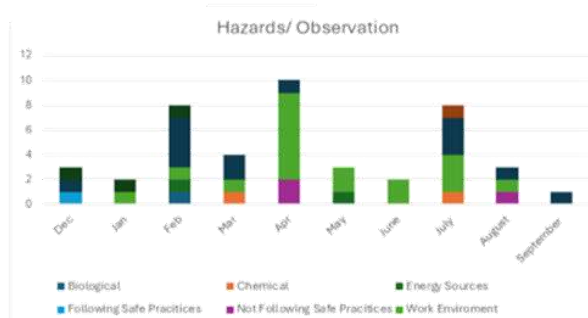


Figure 7 Hazard- observation

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.

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.

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.

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.

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.

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.

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.



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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.

Operations

Civic - Operations – Town Maintenance - Business as Usual

The upcoming race meeting on 24 October 2026 is shaping up to be a great event, and the presentation of the racecourse reflects the hard work invested by the team.

The Parks and Gardens team have the Balranald Racecourse looking fantastic ahead of the upcoming race meeting on 24 October 2026. The turf has responded exceptionally well to the recent rainfall, resulting in a lush and healthy surface across the course. Visitors and locals alike will appreciate the outstanding presentation of the venue, which is a credit to the dedication and efforts of the team.

Parks and Gardens teams continue to work hard across Balranald and Euston as rapid vegetation growth creates increased maintenance demands. Despite these challenges, the mowing, weeding and spraying program is progressing well, with crews systematically addressing priority areas to maintain high standards across the towns.



Figure 8 Balranald racecourse

Civic - Operations – Town Maintenance – Service Metrics

Works in progress

Civic - Operations – Water & Sewer – Business as Usual

Euston

- * Smart meter deployment
- * Green space maintenance
- * Daily and weekly task completion

Balranald

- * Vegetation management (slashing and spraying) at:
- * Sewer treatment ponds and surrounding areas
- * Aerodrome
- * Water treatment plant and surrounding areas

Infrastructure repairs and installations:

- * Harben Street raw main repair
- * Raw service repair
- * Racecourse main repairs (two sections)
- * Installation of new sewer pump at boat ramp toilets
- * Water treatment plant and Aerodrome: Ongoing daily, weekly, and monthly maintenance tasks.

Civic - Operations – Water & Sewer – Service Metrics

Works in progress

Civic - Operations – Works – Business as Usual

Maintenance Grading

The Maintenance Grading Program is progressing well across the road network, with a number of unsealed roads now completed in the month of September. Works have been finalised on 14 km of Tapalin Mail Road, 7.5 km of Weimby Benongal Road, 9 km of Weimby Kyalite Road, 20 km of Marma Box Creek Road west of Turlee Leaghur Road, 16 km of Oxley Road (MR514), and a 12 km section of Oxley Clare Road.

Attention is now turning to the next priority sections of the unsealed road network. Maintenance grading works are scheduled throughout October on Clare Mossiel Road, Tammit Road, Arumpo Road, a 12 km section of Euston Prungle Road from the end of the sealed section, and Dockerty Road.

These works form part of Council's ongoing commitment to maintaining safe and reliable access across the local road network, improving road conditions for residents, industry and visitors throughout the region.

New Speed Signage Enhances Safety in Euston Village

A total of 26 new 60 km/h speed limit signs have recently been installed throughout Euston Village, reinforcing speed awareness and improving road safety for both residents and visitors.

The upgraded signage will help create a safer environment for all road users by clearly identifying speed limits and encouraging motorists to travel at safe and appropriate speeds through the village. This initiative supports ongoing efforts to improve traffic



Balranald Shire Council Monthly Operational Report– September 2026 Civic

safety and protect pedestrians, residents, and motorists using the area each day.

Construction MR 514 "Oxley Rd"

Construction works on Stage 1 of the Oxley Road Upgrade are progressing well, with approximately 60% of works now complete. The road subgrade has been raised to the designed levels and is now ready for the placement of the subbase layer. Once the pavement base course has been completed, the contractor will transition to Stage 2 of the project.

Stage 2 will focus on the second section of Oxley Road requiring the road pavement to be raised, continuing the improvement works designed to enhance road quality, durability, and all-weather accessibility for road users.

Council appreciates the community's patience during construction and looks forward to delivering these important improvements to the local road network.



Figure 10 Oxley road maintenance grading



Figure 9 Marma box ck rd maintenance grading



Figure 13 Tapalin mail rd maintenance grading



Figure 12 Euston new speed signage



Figure 11 Raising of MR514

Civic - Operations – Works – Service Metrics

Works in progress

Part D: Actions Register

Meeting	Officer/Dir ector	Section	Subject
Council 17/02/2026	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Operational Review and Leasing Strategy - Balranald Caravan Park
Resolution 2026/10			
Moved: Cr Tracy O'Halloran			
Seconded: Cr Iain Lindsay-Field			
That Council:			
1. Seek quotations from suitably qualified specialist consultants to undertake:			
a) An operational and financial review of the Balranald Shire Council Caravan Park; and			
b) The development of a commercial leasing and Expression of Interest (EOI) strategy.			
2. Receive a further report once quotations are received, which will include timeframes and funding sources, noting that any			
future leasing of the caravan park will be subject to Council's further consideration.			
CARRIED			
11 Mar 2026 12:44pm Holmes, Carol			
Stage 1 - seeking Crown Land's endorsement of Plan of Management underway			
20 May 2026 11:37am Dodds PSM, Terry			
Council received advice from Crown Lands week beginning 18 May that the review of the Plan of Management by Crown Lands			
should be complete by the end of the first week in June. Subject to CLs concurrence, stage 2 will commence.			
22 Jun 2026 8:48am Dodds PSM, Terry			

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

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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.			
Council 26/05/2026	Dodds PSM, Terry	Mayor/Councillor Report	Mayoral Minute - Local Purchasing Policy Review
Resolution 2026/100 Moved: Cr Iain Lindsay-Field Seconded: Cr Alison Linnett That Council request the CEO prepare a report to Council on the development of a local purchasing policy, or amendments to Council's existing procurement policy, addressing: 1. Opportunities to support local businesses, local employment, regional economic development and supply-chain resilience. 2. The legal framework applying to Council procurement, including tendering requirements, probity, conflicts of interest, competitive neutrality, value for money, fair trading, competition law and any relevant trade agreement obligations. 3. Risks associated with local preference purchasing, including reduced competition, increased costs, perceived favouritism, lobbying, conflicts of interest, audit findings & 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			
Council 9/15/2026	Dodds PSM, Terry Dodds PSM, Terry	Notice of Motion	Notice of Motion - Kyalite Water
RESOLUTION 2026/207 Moved: Mayor Louie Zaffina Seconded: Cr Iain Lindsay-Field That Council request a report from the CEO outlining the practical options available to progress a domestic water supply system for Kyalite, including potential funding, partnerships and delivery options, and recognise the project as an important long-term investment in the Kyalite community.			
			CARRIED
30 Sep 2026 3:56pm Holmes, Carol - Reallocation Action reassigned to Dodds PSM, Terry by Holmes, Carol - Council requested a report from CEO outlining options.			
Council 9/15/2026	Dodds PSM, Terry Dodds PSM, Terry	Notice of Motion	Notice of Motion - E-Bike and Micro-Mobility Policy
RESOLUTION 2026/208 Moved: Cr Tracy O'Halloran Seconded: Cr Alison Linnett That Balranald Shire Council: 1. Direct the CEO to prepare a report exploring the development and implementation of a formal Balranald Shire E-Bike and Micro-Mobility Policy to protect pedestrian zones and regulate high-speed personal mobility devices on Council-managed pathways. 2. Direct staff to engage directly with local schools, youth groups, and community stakeholders to co-design a localised safety campaign, moving away from a strict compliance framework and instead positioning young riders as active partners in the solution. 3. Formally adopt and promote the micro-mobility safety code pioneered by the Northern Beaches Council taskforce: 'Slow down, ring the bell, and be ready for sudden change.' 4. Write to the NSW Minister for Roads and Transport requesting immediate legislative clarity regarding standardised legal definitions of e-bikes, enforceable minimum age limits, and the provision of localised regulatory powers to regional councils currently managing these emerging transport risks in a state-level policy vacuum.			
			CARRIED
02 Oct 2026 9:48am Dodds PSM, Terry Completed. Report to OCM October.			
Council 9/15/2026	Dodds PSM, Terry	Part A - Chief Executive Officer's Reports	Delegations to the Chief Executive Officer



Balranald Shire Council Monthly Operational Report– September 2026 Civic

Dodds PSM, Terry			
RESOLUTION 2026/213			
Moved: Cr Alison Linnett			
Seconded: Cr Phillip Pippin			
That Council:			
1. Revoke any previous delegation to the position of Chief Executive Officer (General Manager)			
2. Delegate to the Chief Executive Officer (General Manager), the delegation as provided at Attachment 1			
			CARRIED
01 Oct 2026 1:55pm Dodds PSM, Terry			
Further report refer to Oct OCM. Completed.			
Council 9/15/2026	Dodds PSM, Terry Dodds PSM, Terry	Notice of Motion	Notice of Motion - Place Naming Register
MOTION			
Moved: Cr Tracy O'Halloran			
Seconded: Cr Alison Linnett			
That Balranald Shire Council:			
1. Establish a Phased Historical Asset and Place Naming Register to serve as the definitive repository for the names and cultural histories of all current and future streets, parks, and public infrastructure within the Shire.			
2. Direct the CEO to allocate existing staff resources to execute Phase 1 of this project, consisting of a comprehensive audit to document the origin stories and baseline gender representation of our current named assets.			
3. Direct staff to initiate Phase 2, which mandates the proactive collection, research, and inclusion of histories of notable Balranald women and pioneers to build a dedicated database with a long-term 70% targeting framework for future civic naming opportunities.			
4. Require staff to update the register annually by identifying and fully documenting at least one historically significant local woman to ensure the repository remains current and expanding.			
RESOLUTION 2026/209			
Moved: Cr Tracy O'Halloran			
Seconded: Cr Alison Linnett			
That Balranald Shire Council:			
1. Establish a Phased Historical Asset and Place Naming Register to serve as the definitive repository for the names and cultural histories of all current and future streets, parks, and public infrastructure within the Shire.			
2. Direct the CEO to allocate existing staff resources to execute Phase 1 of this project, consisting of a comprehensive audit to document the origin stories and baseline gender representation of our current named assets.			
3. Direct staff to initiate Phase 2, which mandates the proactive collection, research, and inclusion of histories of notable Balranald Shire women and pioneers to build a dedicated database with a long-term 70% targeting framework for future civic naming opportunities.			
4. a. Require staff to update the register annually by identifying and fully documenting at least one historically significant local person to ensure the repository remains current and expanding.			
b. staff to report back to Council with women and pioneers that may have been overlooked and not recognised such, an exhaustive list to be provided to Council for future consideration.			
			CARRIED
Council 10/21/2025	Dodds PSM, Terry Dodds PSM, Terry	Confidential Matters	Acquisition of Land for Balranald Airstrip Extension
MOTION			
Moved: Cr Iain Lindsay-Field			
Seconded: Cr Alison Linnett			
That Council make a counter-offer as identified in the report for the approximately 50ha parcel of land identified in the attached plan to facilitate the planned extension of the Balranald Aerodrome.			
26 Nov 2025 9:38am Holmes, Carol - Target Date Revision			
Target date changed by Holmes, Carol from 18 November 2025 to 19 December 2025 - Counteroffer was rejected, ELT to discuss and report back to Council			
11 Mar 2026 12:48pm Holmes, Carol			
Correspondence sent to Go-Farm seeking a face-to-face meeting			
11 Mar 2026 12:49pm Holmes, Carol - Target Date Revision			
Target date changed by Holmes, Carol from 19 December 2025 to 29 May 2026 - To allow Go-Farm to respond and arrange a meeting			
20 May 2026 11:17am Dodds PSM, Terry			
Council is waiting for the results of GO.FARM's investigation into confirming condition of soil (potential contamination) prior to proceeding.			
01 Oct 2026 1:50pm Dodds PSM, Terry			
Surveyor engaged. Solicitor engaged. Aviation consultant (pro bono) engaged. GO.FARM informed.			



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Council 5/20/2025	Dodds PSM, Terry Dodds PSM, Terry	Part B - General Manager's Reports	Yanga National Park Fuel Load
RESOLUTION 2025/110			
Moved: Cr Iain Lindsay-Field			
Seconded: Cr Tracy O'Halloran			
That Council not accept this report and request further information from National Parks & Wildlife Service.			
CARRIED			
10 Nov 2025 12:35pm Holmes, Carol - Reallocation			
Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council			
10 Jun 2026 9:03am Holmes, Carol			
Correspondence was forwarded to National Parks and Wildlife Service on 20 February 2025, a response was received on 12 May 2025, and reported to Council at the ordinary meeting held on 20 May 2025. This action is now completed and will be deleted.			
01 Oct 2026 1:57pm Dodds PSM, Terry			
Helen Daulton is now advocating on BSC's behalf.			
Council 10/21/2025	Dodds PSM, Terry Dodds PSM, Terry	New Item	Acquisition of Land for Housing
RESOLUTION 2025/210			
Moved: Cr Alison Linnett			
Seconded: Cr Iain Lindsay-Field			
That council go into committee of the whole to allow discussions this report, with the outcome of deferring this report until the November 2025 Ordinary Council meeting pending further information.			
CARRIED			
11 Mar 2026 10:48am Holmes, Carol - Reallocation			
Action reassigned to Dodds PSM, Terry by Holmes, Carol - Terry, being the relevant officer to respond			
20 May 2026 11:25am Dodds PSM, Terry			
Incorporated resolution into wider review (Housing Strategy). Currently liaising with Dept. Planning to progress.			
01 Oct 2026 1:57pm Dodds PSM, Terry			
Planning and Environment currently completing a Settlement Strategy (which will also align to the SWREZ)			

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:

- Regional water and sewer advocacy moved into a detailed 4 September submission and Mayoral media campaign, backed by Balranald's 30-year capital figures.
- The Western Division sustainability motion was adopted on 11 September, and the implementation plan has now been completed, with the CEO as 'Program Lead'. This is very exciting, as it involves nine councils.
- Balranald moved into formal leadership of the Sturt Highway Action Group, with the 8 September corridor response followed by Mayor Louie Zaffina becoming Chair and Balranald taking over the Secretariat on 30 September.
- South West Renewable Energy Zone advocacy continued; the September Ministerial response confirmed the initial \$60 million community-benefit program but left the seven-council allocation proposal, timing, council role and governance unresolved.
- Bidgee Haven remained a major CEO focus: the six-bed memory-support extension is on track and to date there has been circa \$80,000 savings in the build cost, while aged-care funding, workforce continuity and visa pathways have been pursued through Mayoral correspondence and the 30 September NSW DAMA submission.
- Governance work since the August MOR includes the delegations rebuild, Smart Glasses and Recording Devices Policy, review of long-standing Council actions, the October ARIC update, local purchasing review, Corporate Governance Policy review, and the Donations, Subsidies and Financial Assistance Policy refresh.

ii) Items to watch:

- Bidgee Haven workforce continuity, visa timing and the memory-support extension.
- Whether the South West Renewable Energy Zone community-benefit program produces a fair and transparent outcome for the seven affected councils.
- Turning the Sturt Highway Corridor Plan into a Transport for NSW work program with clear owners, evidence and funding pathways.
- Regional water and sewer funding, particularly the large amount of future capital expenditure that assumes government co-funding.



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

COMMUNITY & GOVERNANCE

Part A: Executive/Management Accountabilities

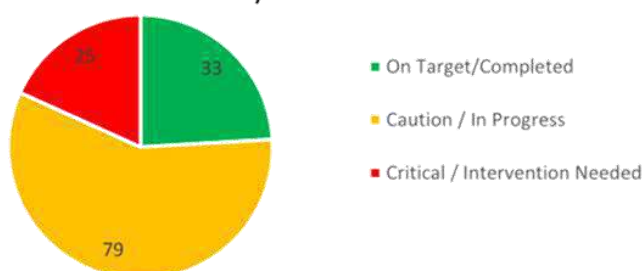
Executive Manager Community & Governance

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.

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

PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
1.1.1.4	Town and Village entrance signage (connect to priorities / features identified in Strategy 1.2.1 and visitor amenity needs identified in Strategy 3.4.4)	EMCG		X	X		😊

Current Efforts (expenditure/projects)

- 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
- Work ongoing in this space with Councillors playing an important lead role in both the design and implementation.

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	😐
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Current Efforts (expenditure/projects)

- Costings & Feasibility Study for Kyalite water system solution has been conducted
- Grant funding to be sourced
- Mayor seeking potential funding source/s
- Efforts continue in this space, including review of options for a sustainable domestic water supply and riverfront access and beautification

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	😐
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Current Efforts (expenditure/projects)

- 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 Bidjee Haven Hostel Extension Project
- Bidjee Haven staff, residents and family members continue to be engaged in the building process to ensure best possible outcomes. New public toilets in Euston near completion and are a direct response to community requests through the CSP

Community & Governance 😊 On Target/Completed 😐 Caution/In Progress 😡 Critical/Intervention Needed Page 22



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

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	🟡
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Current Efforts (expenditure/projects)

- Annual Services Expo held in October 2025 to promote awareness of local service providers
- New Services Civic Reception event held in October 2025 to increase awareness of Balranald Shire needs with key visiting service provider decision makers
- Through Strengthening Community Access, Inclusion and Wellbeing Advisory Committee (SCAIWAC) advocated for return of community transport services
- DIAP currently under review and research commencing for a new DIAP

1.1.3.8	Develop and maintain a Welcome Pack for newly arrived residents to the Balranald LGA	EMCG			X	X	😊
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Current Efforts (expenditure/projects)

- In partnership with RDA Far West "Welcome Experience", developed Balranald Hidden Secrets, a welcome to Balranald Shire pack for new residents
- The "Welcome Experience" is developed and delivery embedded

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	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- OpenEye provides CCTV service and footage from CCTVs are captured and reported weekly - for Council sites ONLY?? or community sites also?

1.1.4.2	Apply and advocate for funding / support for youth programs	EMCG	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- 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
- Ongoing efforts in this space, with CPT/ED&GC continually seeking out opportunities

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	🟡
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Current Efforts (expenditure/projects)

- 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
- No progress as this stage

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	🟡
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Current Efforts (expenditure/projects)

- 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
- White Ribbon initiatives continue to be support, local Staying Home, Leaving Violence worker connected to SCAIWAC. BTAC accommodation continues to support families in need. Exploring White Ribbon accreditation for BSC, demonstrating a critical leadership role

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				🟡
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Current Efforts (expenditure/projects)

- 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
- Ongoing, work required to create a simple 'hidden gems' community engagement initiative would be a valuable addition in this space



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1.2.1.2	Actively seek funding and implement recommendations of the Destination Management Plan as funding becomes available	EMCG	X	X	X	X	🟡
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Current Efforts (expenditure/projects)

- 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
- Search for funding continues, multiple successful efforts specific to destination promotion and collateral reported by Connie Mallet in her role

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Efforts continue in this space, funding is being sought

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Ongoing efforts in the space, genuine and effective engagement with these communities by Connie Mallet.

1.2.2.2	Explore opportunities to join the music festival circuit (consider Big Sky, Sounds of Sand [Mungo] experiences)	EMCG		X	X		🟡
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Current Efforts (expenditure/projects)

- 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
- Momentum builds following "Songs from Sky Country" and Seen events, with local appetite shown and productive partnership with SWAs demonstrated

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		🟡
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Current Efforts (expenditure/projects)

- 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
- Ongoing efforts in this space with Council supporting all reasonable community requests

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Ongoing with all opportunities considered, success of recent Football / Netball finals an example

1.3.1.1	Collaborate with external agencies and services to understand health and well-being service gaps	EMCG	X	X	X	X	🟢
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Current Efforts (expenditure/projects)

- Annual Services Expo and Inaugural Services Civic Reception held in October 2025



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- 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
- Planning underway for Civic Dinner and Health and Wellbeing Services Expo (both delivered in Oct), both events represent a significant opportunity to connect with and better understand the local and regional service landscape. Support given to MaariMa as they explore the re-forming of the Balranald Interagency Group

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	🟡
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Current Efforts (expenditure/projects)

- 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 2026
- WNSW PHN have stalled in their commitment to deliver high level LGA health and wellbeing data. Reactivation of this commitment is being pursued.

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	🟢
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Current Efforts (expenditure/projects)

- Services Expo held in October 2025 with 39 Registered stalls, 80 service providers and 120 residents in attendance
- Planning well underway

1.3.2.1	Drawing on Action 1.3.1.1 Council will continue to reflect the diversity of communities' aspirations and advocate regarding gaps – including where funded services are not delivering to agreed scope or scale	EMCG	X	X	X	X	🟡
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Current Efforts (expenditure/projects)

- 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
- 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
- Some broad understanding is achieved through the SCAIWAC meetings, current gaps being transport and exercise physiologist. Negotiations with Kirinari are yielding positive results in terms of public transport supports. Ongoing monitoring of this commitment, including strong local promotion to ensure uptake is required

1.3.2.2	Undertake further research to determine value to LGA moving into Riverina Local Health District, advocate accordingly	EMCG	X	X			🟡
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Current Efforts (expenditure/projects)

- 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
- Focus remains on advocacy regardless of health district. Councillor representation and advocacy in this space is showing positive results. Nick Minns recently addressed the SCAIWAC meeting

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	🟡
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Current Efforts (expenditure/projects)

- 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
- EnergyCo / SWREZ conversations continue

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			🟢
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Current Efforts (expenditure/projects)

- Applied for funding for a Community Services Hub in Euston through Round 2 Sustainable Communities Program (SCP), but were unsuccessful

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- Exploring other options to provide facility in Euston
- Supported Euston Club application for commercial and residential development under Round 3 of SCP
- Euston Club Round 3 SCP successful. Project Management Plan is currently being developed.

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	😊
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Current Efforts (expenditure/projects)

- 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
- Key focus on mental health and wellbeing continues, enabled by the ORG funding and leveraged through the SCAIWAC Project Officer

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	😊
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Current Efforts (expenditure/projects)

- 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
- As for 1.3.3.1 above

1.3.3.3	Council evolves its current aged care assets and services to meet the health and wellbeing needs of this growing cohort, with the intent of ensuring our residents can age well locally. Explore a transition plan which returns Bidgee Haven ownership to the community	EMCG	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- Council has commenced construction of the Bidgee Haven Retirement Hostel Extension Project, which includes a 6-bed Memory Unit and upgrades to existing Kitchen, Dining and Laundry Facilities at the Hostel
- Focus on bringing Hostel back to a financially sustainable business model prior to implementing any transition plan back to community ownership
- Extension build continues

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	😊
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Current Efforts (expenditure/projects)

- 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
- Recruitment for key gaps is ongoing

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			😊
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Current Efforts (expenditure/projects)

- SCAIWAC's Health and Wellbeing Service Directory has been completed and distributed
- Distribution continues with re-prints available on request. Accuracy / updates of the Directory will be collected at the upcoming Health and Wellbeing Services Expo

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	😐
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Current Efforts (expenditure/projects)

- Ongoing education process in place for current tenants
- Ongoing support and education occurring

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	😊
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Current Efforts (expenditure/projects)

- No Council activities held in 2025/26
- To be reactivated in May 2027 and all future years
- To be reactivated in May each year, to time in with Volunteer week events

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	😊
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Current Efforts (expenditure/projects)

- 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
- Funding from SCAIWAC is being utilised to promote the importance of creative outlets to mental and social wellbeing. Subsidised programs are increasing access to art for all of community. Focused efforts for our ageing community and people with various abilities has been an important equity focus

1.4.1.3	Proactively promote our highly valued lifestyle attributes for population attraction and growth	EMCG	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- 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)
- Work is needed in this space to further capture local knowledge and promote rural communities as great locations to live, work and play. The voices of our community should be captured in a meaningful local promotion campaign. Opportunity to embed the nebulous idea of the Balranald LGA as a "community where Caring is Common" or similar

PILLAR 2: Our Community

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
2.1.1.1	Seek funding for a Volunteer Coordinator position within Council (ideally a local person) to support volunteer groups with grant applications, coordinated training, and to facilitate the collective impact / strategic alignment of their purpose and goals (consider FRRR IRCF model)	EMCG		X	X	X	😊

Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Grant funding is being sought

2.1.2.1	Through the Volunteer Coordinator research volunteer mentoring models for children and youth	EMCG		X	X	X	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Relies on 2.1.1.1

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	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Relies on 2.1.1.1
- Requires strong policies specific to Child Safety and Protection, significant body of work required. Opportunity to learn from cross-border efforts of the MMLLEN

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	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Relies on 2.1.1.1

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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	🔴
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Relies on 2.1.1.1

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	🔴
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Current Efforts (expenditure/projects)

- Ongoing via SCAIWAC initiatives
- Strong participation from school students at Services Expo, helped develop a better understanding of the needs of families and children
- Not comprehensively explored since the CSP development. Advice from SCAIWAC and the newly forming Balranald Interagency Group will be important here. Some targeted research is likely required to ensure the voices of all parents are heard.

2.2.1.2	Understand the needs and aspirations of our LGA families with children aged 0-18 years	EMCG	X	X	X	X	🔴
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Current Efforts (expenditure/projects)

- Representation of local schools 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
- As above in 2.2.1.1

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	🔴
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Current Efforts (expenditure/projects)

- Council has been active in advocating for Early Learning needs and gaps in our community
- Council supported the Balranald Early Learning Centre to stay open from September to December 2025 while the local parent-run committee transitioned to a commercial operator
- Council engaging with local family support programs in Euston through the Euston Public School, building awareness of the unique needs of families and children in Euston
- This requires a combination of community voice (2.2.1.1) and data from WNSW PHN profile (to be developed) and other sources to inform a comprehensive and powerful advocacy piece around the importance of the early years on whole of life outcomes

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Ongoing efforts to improve local infrastructure is occurring, for example the Euston Public Toilets, Benanee Precinct and improvements to Football / Netball infrastructure in both Euston and Balranald, all enabling families increased opportunities for low and no cost outings and activities

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	🟢
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Current Efforts (expenditure/projects)

- SCAIWAC's service directory has been distributed and support for the annual Health & Wellbeing Services Expo
- Extended families are supported through education and access opportunities such as the Directory and Expo, enabling spaces for playgroups, library events etc

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	🟡
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Current Efforts (expenditure/projects)

- Ongoing via SCAIWAC meeting and initiatives
- Supporting local Preschool and Childcare services to full and meaningful capacity remains key. Federal Government funding the MVAC offers important service growth for Euston (albeit cross-border) equity of access needs to be confirmed. Kirinari is now EYM for BELC and progress to full employment and capacity should be monitored.

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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	🔴
Current Efforts (expenditure/projects)							
- Ongoing via SCAIWAC meeting and initiatives - WNSWPHN has stalled, this commitment from them needs to be followed up							
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	🔴
Current Efforts (expenditure/projects)							
- Ongoing via SCAIWAC meeting and initiatives - Community voice / needs and current early years data must be captured, analysed and formed in advocacy documents							
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	🟡
Current Efforts (expenditure/projects)							
- 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 - Uncertain of any efforts in this space. Networks with key providers required							
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	🟡
Current Efforts (expenditure/projects)							
- Local school representation on SCAIWAC on these issues - SCAIWAC representation of Balranald schools occurring, note no representation from Clare of Euston. SCAIWAC funding protocols made available to all local schools to facilitate their access to funding support							
2.3.1.1	Drawing on the knowledge of people with lived experience, key services and community groups research and develop a Disability Inclusion Action Plan	EMCG		X			🟡
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Research for DIAP commencing with current efforts focused on researching DIAP best practice and evidence base							
2.3.1.2	Develop a DIAP Implementation Plan, setting priority actions by years and resourcing requirements	EMCG		X			🟡
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Research commencing now							
2.3.1.3	A celebration to launch the DIAP is planned and held	EMCG		X			🟡
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Post completion of DIAP							
2.3.2.1	Council implements the Child Safe Organisation program through the NSW Child Safe Scheme https://childsafe.humanrights.gov.au/about/what-child-safe-organisation	EMCG		X			🔴
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Not aware of any work in this space atm. Scheduled for commencement this year							
2.3.2.2	Council becomes an accredited White Ribbon Organisation	EMCG			X		🟡
Current Efforts (expenditure/projects)							
- Not due for commencement until 2027/28 - Discussions with White Ribbon Australia have commenced							



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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	🔴
Current Efforts (expenditure/projects)							
- Not due for commencement until 2027/28 - Uncertain of efforts in this space. Could create a simple infographic on release of the 2026 Census data that promotes our diversity							
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	🔴
Current Efforts (expenditure/projects)							
- Not due for commencement until 2027/28 - Council could consider introducing a new staff member in the monthly Council newsletter to introduce new Council employees							
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		🟢
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Not due for commencement until 2027/28							
2.4.1.2	Develop a RAP Implementation Plan, setting priority actions by years and resourcing requirements	EMCG			X		🟢
Current Efforts (expenditure/projects)							
Not due for commencement until 2027/28							
2.4.1.3	A celebration to launch the RAP is planned and held	EMCG			X		🟢
Current Efforts (expenditure/projects)							
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		🟢
Current Efforts (expenditure/projects)							
Not due for commencement until 2027/28							
2.4.2.2	Council researches the framework for developing and sustaining a First Nations Advisory Group of Council	EMCG				X	🟢
Current Efforts (expenditure/projects)							
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	🟢
Current Efforts (expenditure/projects)							
Not due for commencement until 2028/29							
2.4.4.2	Research and develop a First Nations Cultural Trail spanning the LGA	EMCG				X	🟢
Current Efforts (expenditure/projects)							
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	🟢
Current Efforts (expenditure/projects)							
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		🟢
Current Efforts (expenditure/projects)							
Not due for commencement until 2026/27							



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PILLAR 3: Our Economy

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
3.1.1.1	The Economic Development Officer / Concierge role (Strategy 3.3.3), researches and develops an economic development communications strategy ensuring external stakeholders and potential investors are aware of the needs and opportunities presented across the LGA in a timely manner	EMCG		X	X	X	🔴

Current Efforts (expenditure/projects)

- 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	🟡
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Current Efforts (expenditure/projects)

- 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
- Efforts are ongoing using multiple Council communication platforms. Direct email to local businesses inviting them to participate in the SHRCC Major Projects Showcase (07/10/2026)

3.1.2.1	The Economic Development Officer / Concierge role (Strategy 3.3.3) researches the accreditation, licencing and procurement needs of existing and emerging industries and develops and implements a staged suite of trainings to respond (alignment to Strategy 3.5.1)	EMCG	X	X	X	X	🔴
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Current Efforts (expenditure/projects)

- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- Grant funding still being sought

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	🔴
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Current Efforts (expenditure/projects)

- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- Grant funding being sought

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Factsheet developed through the EDS in need of updating. Release of 2026 Census data from March 2027 will be an important addition to this factsheet

3.1.3.2	Include Factsheet in any economic prospectus development (Strategy 3.3.2)	EMCG	X				🔴
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Current Efforts (expenditure/projects)

- Prospectus to be developed
- Prospectus not yet 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	🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Active engagement in the Southwest REZ to identify potential supply chain opportunities for local businesses
- SWREZ engagement continues.

3.1.3.4	Undertake a business retention and expansion study to support local businesses to capitalise on opportunities for growth	EMCG			X	X	🟢
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Current Efforts (expenditure/projects)

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- 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		🟡
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Current Efforts (expenditure/projects)

- Some data is provided in Council's current Economic Development Strategy. This will be expanded further along with recommended actions
- [Expand based on 2026 Census data releases and ABARE associated reporting](#)

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			🟢
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Current Efforts (expenditure/projects)

- 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
- Success in SCP Round 3 application

3.3.1.2	Facilitate the development of commercially viable employment precincts in the communities of Balranald and Euston	EMCG		X			🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Supported Euston Club application for commercial and residential development under Round 3 of SCP
- Euston Club proposal successful in 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		🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Not due for commencement until 27/28

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	🟢
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Current Efforts (expenditure/projects)

- 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	X			🟡
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Current Efforts (expenditure/projects)

- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- [Funding opportunities continue to be explored](#)

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	X			🔴
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Current Efforts (expenditure/projects)

- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- [Grant funding being sought](#)

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	🔴
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Current Efforts (expenditure/projects)

- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- [Reliant in funding being sourced. Could be linked to Farrer's Furthest Finest discussions and collateral for a combined funding application and shared role](#)

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			🔴
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27



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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	🔴
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Current Efforts (expenditure/projects)

- 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	🔴
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Current Efforts (expenditure/projects)

- 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	🟡
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Current Efforts (expenditure/projects)

- In progress
- Efforts are continuing through a range of initiatives, such as Buy Local promotions

3.4.1.1	Implement Destination Management Plan actions	EMCG	X	X	X	X	🟡
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Current Efforts (expenditure/projects)

- In progress
- In progress, with ongoing efforts by Connie Mallet

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	🟢
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Current Efforts (expenditure/projects)

- 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
- SOTW Loop progressing as planned

3.4.2.2	Finalise and activate the Far South West Heritage & Cultural Trail	EMCG	X	X	X	X	🟢
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Current Efforts (expenditure/projects)

- In progress
- As outlined in 3.4.2.1 above

3.4.2.3	Sculpture Trail along the rivers in Balranald, Euston and Kyalite	EMCG		X	X	X	🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Remains a focus of grants which are being sought

3.4.2.4	Southern Cross Exhibition Audio/Visual equipment to facilitate self-guided tours	EMCG		X	X	X	🟡
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Current Efforts (expenditure/projects)

- Facilitated John Larkin from RFDS Outback Heritage Experience to work with Southern Cross Museum to develop audio/visual displays to facilitate self-guided tours
- Funding secured, collateral under development

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	🟡
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Current Efforts (expenditure/projects)

- 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	🟡
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Current Efforts (expenditure/projects)

- 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
- Meetings specific to Crown Land being attended

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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	🟡
Current Efforts (expenditure/projects)							
- Lake Benanee Camping Area upgrade works have commenced, with plan finalised and contractors appointed - Lake Benanee campsite development and Euston Toilet block in progress							
3.4.4.2	Deliver on signage recommendations from BSC Settlement Strategy for gateway, directional, interpretive and way finding signage (EDS, Action 1.4.2)	EMCG		X	X	X	🟡
Current Efforts (expenditure/projects)							
Not due for commencement until 2026/27							
3.4.4.3	Electronic Information Boards for Balranald & Euston	EMCG		X	X	X	🟡
Current Efforts (expenditure/projects)							
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			🟡
Current Efforts (expenditure/projects)							
- 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 - Uncertain of further progress in this space							
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		🟡
Current Efforts (expenditure/projects)							
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		🟡
Current Efforts (expenditure/projects)							
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	🟡
Current Efforts (expenditure/projects)							
Not due for commencement until 2027/28							
3.5.2.1	Drawing on learnings gained through Strategies 2.1.2, 3.1.2 and 3.5.1 Council collates key knowledge / training gaps (for all workforce), mapping these against current post school training and education opportunities	EMCG			X		🟡
Current Efforts (expenditure/projects)							
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	🟡
Current Efforts (expenditure/projects)							
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	🟡
Current Efforts (expenditure/projects)							
- Not due for commencement until 2026/27 - Not due for commencement until 2027/28							
3.6.2.1	Understand and connect with the DAMA initiative	EMCG			X	X	🟡

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Current Efforts (expenditure/projects)

- Not due for commencement until 2027/28
- Not due for commencement until 2027/28. Note Terry has written a paper in this space raising awareness of the importance of skilled workforce immigration to rural and regional Australia

3.6.2.2	Pursue and promote DAMA opportunities across the LGA to fill identified key workforce shortages	EMCG			X	X	🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2027/28
- Not due for commencement until 2027/28. However recruitment efforts draw on opportunities presented by DAMA?

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				🟡
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Current Efforts (expenditure/projects)

- Not yet complete, work to be undertaken in 2026/27 by Council's Executive Management and the Economic Development department
- Uncertain of further progress in this space

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	🟡
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Current Efforts (expenditure/projects)

- Not yet complete, work to be undertaken in 2026/27 by Council's Executive Management and the Economic Development department
- As for 3.6.3.1

PILLAR 4: Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
4.1.2.2	Refer to DIAP for accessibility specific priorities (see Strategy 2.3.1) regarding active transport	EMCG	X		X	X	🟡

Current Efforts (expenditure/projects)

- 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
- Research towards a renewed DIAP currently in formative stages

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	🟡
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- APP promoted in the SCAIWAC Services Directory, promotions through this platform to continue

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			🔴
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Review of the Housing Strategy and directives in this space are required

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		🟡
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Current Efforts (expenditure/projects)

- Applied for funding but unsuccessful
- Advised by funding to apply again, after Council has completed Bidgee Haven Hostel extension
- Further applications for funding will occur as is timely



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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	🔴
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Current Efforts (expenditure/projects)

- *Housing Strategy not due for completion until 2026/27*
- *Uncertain of progress in this space*

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	🟡
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Current Efforts (expenditure/projects)

- *Housing Strategy not due for completion until 2026/27*
- *Uncertain of progress made in this space*

4.3.3.1	Council seeks sound local knowledge to inform its understanding of current digital connectivity service levels	EMCG	X				🟡
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Current Efforts (expenditure/projects)

- *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*
- *This work is underway. Ian Roderick has been engaged to support with the transition from Efex to Chalie Mac. Thisen is managing this process internally. Progress is being made*

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				🟡
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Current Efforts (expenditure/projects)

- *RAMJO coordinating advocacy project on digital connectivity across the Riverina Murray*
- *RAMJO efforts?*

PILLAR 5: Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
5.1.3.1	In line with Strategies 2.4.1 and 2.4.5 and the appointment of a First Nations Advisory Group (Strategy 2.4.2) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	EMCG	X	X	X	X	🟡

Current Efforts (expenditure/projects)

- *In Progress aligned with the Destination Management Plan (DMP) actions*
- *Aligned to DMP actions, with oversight by Connie Mallet. With a newly appointed CEP at the BLALC this opportunity could be re-explored*

5.1.3.2	Succinct and accessible resources are developed for local use encouraging understanding the significance of Mungo National Park and the Ramsar wetlands. These resources enable key tourist 'contact points' such as hospitality services to provide accurate local advice and awareness raising	EMCG	X				🟡
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Current Efforts (expenditure/projects)

- *In Progress aligned with the Destination Management Plan (DMP) actions*
- *Consider working with National Parks to speed up this process*

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	🟡
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Current Efforts (expenditure/projects)

- *Not due for commencement until 2026/27*
- *Uncertain of efforts in this space*

5.2.1.5	Advocate for an increased provision of public transport into our LGA communities	EMCG		X	X		🔴
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Current Efforts (expenditure/projects)

- *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*

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- Kirinari has commenced the delivery of a 2 days / fortnight model including transport to Swan Hill and locally within Balranald. Exploring potential extension to Mildura. Ongoing sustainability remains in question and a role exists for strong local promotion to build use and galvanise this service longer term.

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	😊
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Current Efforts (expenditure/projects)

- Additional EV charges have been installed at the Discovery Centre precinct in Balranald and adjacent to the Euston Hotel and Caravan Park in Euston
- [Progress made here](#)

5.2.2.2	Council supports the development of community gardens through the provision of Council land	EMCG			X	X	😬
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Current Efforts (expenditure/projects)

- 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
- Not due for commencement until 2027/28. Opportunity to learn from successful LG neighbours in this space including SHRCC, MRCC

5.2.2.3	Council increases awareness of and encourages the uptake of renewable energy sources	EMCG		X	X		😬
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Current Efforts (expenditure/projects)

- 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
- Uncertain of efforts in this space beyond SWREZ

5.2.2.4	Through Buy Local campaigns Council encourages a decrease in food miles and carbon emissions	EMCG	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- Buy Local Campaigns continue to be implemented
- A long-term sustainable campaign will be launched in August 2026
- Recent Shop and Hop promotion highly successful. Love Local promotion planned for later in 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	😊
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Current Efforts (expenditure/projects)

- 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
- Current MOR document shortened by 30+ pages due to simple layout and formatting changes

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	😬
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Current Efforts (expenditure/projects)

- Not due for commencement until 2027/28

PILLAR 6: Our Council

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
6.1.1.1	Develop a comprehensive and contemporary Workforce Strategy which enables the recruitment and retention of high quality staff and offers an attractive and flexible workplace, develop an Implementation Plan (July Aug – 25/26), Review in 2028/29	EMCG	X	X	X	X	😬

Current Efforts (expenditure/projects)

- 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

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- As a part of this process Mastertek has been engaged to undertake a Salary System Review and Healthcheck. The first tranche of required data has been gathered and sent through to Mastertek to enable this process.

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	🟡
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Current Efforts (expenditure/projects)

- 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
- All possible opportunities including funding streams continue to be explored. Has ties to efforts to capture community voice about why to life locally and promote the value of rural lifestyles.

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Council recently invited to participate in MVAC (Robinvale) careers expo, value of attending yet to be determined.

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	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Ongoing, work experience students placed in December 2025
- Invitation to host work experience students remains open to local schools

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	🟡
---------	--	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Ongoing
- Implementation of Child Safe Standards required. Extension of these understandings and standards to ensure a safe and welcoming workplace for young people is enabled. Opportunity to hear from existing young staff as to their own experiences and perceptions of Council.

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	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- 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
- Uncertain of progress in this space

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	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Ongoing via Council's communication mediums and media releases
- Currently seeking grant funding opportunities to resource this role as not funded in operational budget
- Hard copy and electronic comms strategies used effectively

6.2.2.2	Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities	EMCG	X	X	X	X	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Council's Communication & Engagement Strategy endorsed and in place
- Communication and Engagement Strategy guides the work of Council

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	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

Community & Governance 🟢 On Target/Completed 🟡 Caution/In Progress 🔴 Critical/Intervention Needed Page 38



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

- Part of Council's Communication & Engagement Strategy
- Communication and Engagement Strategy guides the work of Council

6.3.1.1	Council research and present Community Foundation models including those implemented by like communities and LGAs	EMCG	X	X	X	X	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Discussed at TED Advisory Committee, but still in planning stages
- Uncertain of progress in this space. Communities such as Broken Hill and Ouyen both use a community foundation model with great effect

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	🟡
---------	--	------	--	---	---	---	---

Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Uncertain of progress

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	🟡
---------	--	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Discussed at TED Advisory Committee, but still in planning stages
- Uncertain of progress

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	🟢
---------	--	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- Ongoing as per the monthly Grants Projects Update Report
- A draft Grant Funded projects process has been developed and currently being reviewed
- Connie Mallet's monthly reporting on grants highly effective in keeping all grant applications and progress on track

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	🟡
---------	---	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- 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
- Uncertain of progress

6.4.3.2	Where possible Council shares professional development opportunities with outside agencies and organisations	EMCG	X	X	X	X	🟡
---------	--	------	---	---	---	---	---

Current Efforts (expenditure/projects)

- 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
- White Ribbon and Mental Health trainings are important examples of this. Council is also being invited to share in training and opportunities presented by neighbouring LGAs including the recent SHRCC Major Projects event



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

Part C: Team Roles, Accountabilities (see LINK) (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.

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.

Bidgee Haven

Financial Data





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



Financial Summary

Bidgee Haven has delivered a positive financial result for the first quarter of the 2026–27 financial year. For the first time in at least six years, the hostel is reporting a small actual surplus, marking a significant improvement in operational performance.

Income has consistently exceeded budgeted expectations across July, August and September. This uplift is driven by high resident numbers, respite occupancy at capacity, and strengthened income-collection processes. The efficiencies implemented in this area are now producing sustained and measurable financial benefits.

Expenditure has remained controlled and broadly aligned with budget forecasts, with several cost areas tracking under budget at this point in time. This disciplined financial management has supported the improved operating position and contributed to a stable and encouraging start to the financial year.

Overall, Bidgee Haven is demonstrating enhanced financial stability, improved revenue performance, and effective cost control, positioning Bidgee Haven favourably as the year progresses.

Capital works are well under way at Bidgee Haven and sitting within expected budget.

Bidgee Haven – Operational Update

Residential Aged Care Service remained stable throughout September, with occupancy at capacity and service delivery continuing in accordance with resident care needs and regulatory requirements.

Recruitment activities progressed for a Registered Nurse vacancy, with applications received and currently under review ahead of interviews scheduled for October.

The Hostel Memory Unit Project continues to advance, with works progressing well. During September roofing works proceeded quickly and fire system infrastructure, including tanks and pumps, was installed. The Hostel Management Team has worked closely with contractors reviewing fit-out requirements, finishes, equipment selections and design adjustments to support operational efficiency and resident outcomes.

Management continued to prioritise audit readiness through compliance monitoring and continuous improvement activities, supporting the service's preparedness for current and future aged care regulatory requirements.

Bidgee Haven – Service Metrics

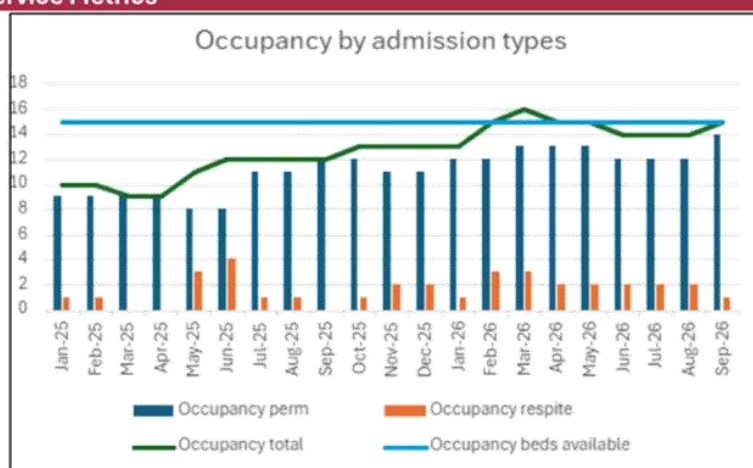


Figure 14 Bidgee haven occupancy



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



Figure 15 Bidgee haven star rating

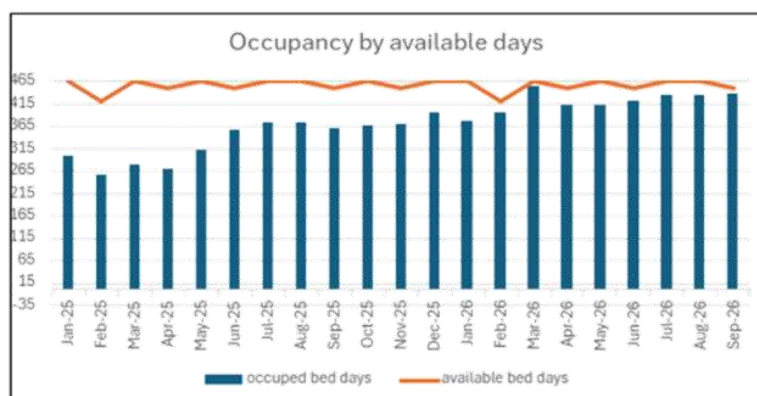


Figure 16 Occupancy by available days

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

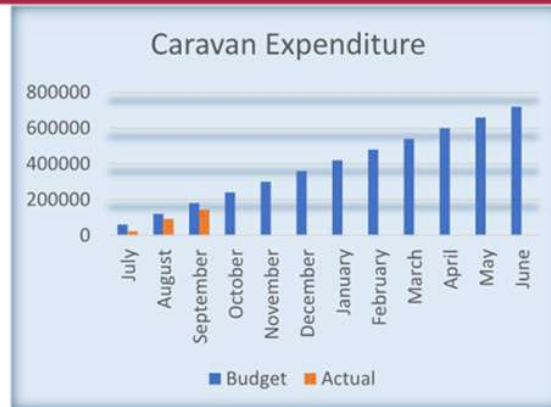
The Housekeeper/s – Caravan Park is responsible for the cleaning, presentation, and basic upkeep of Council-owned Caravan Park buildings and facilities to ensure they are maintained to a consistently high standard of cleanliness, hygiene, and presentation.



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

Caravan Park

Financial Data



Financial Summary

Both Income and Expenditure are a little lower than budgeted, however within acceptable limits.

Capital is underway with the automatic gates ordered and soon to arrive.

Caravan Park - Business as Usual

- Throughout the reporting period, the park experienced steady patronage from tourists, travellers, and long-term visitors. Routine maintenance, site management, bookings, and guest services were undertaken in line with operational requirements.
- In the business paper the report written by Ray Mitchell on the Caravan Park Management and the report on Caravan Park asset upgrades are also an important part of what is happening with the Caravan Park.

Caravan Park – Service Metrics

Will be Available from Next month

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

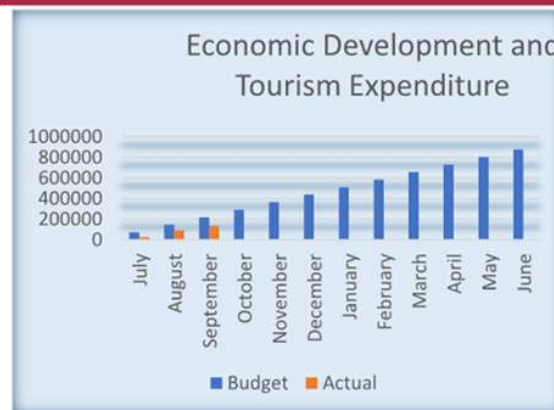
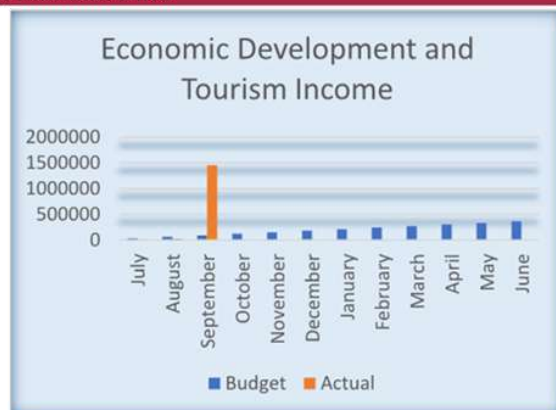
The purpose of the Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC) Project Officer is to undertake work to progress the Vision of SCAIWAC.



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

Economic Development/ Tourism & Community

Financial Data



Financial Summary

Income is high due to the payment of monies due for a milestone of a grant.

Expenditure is tracking within Budget limits

Economic Development/ Tourism & Community - Business as Usual

Tourism & Economic Development

- Submission of a Project Overview of the proposed "Love Local" Project at the TED meeting
- Promotional activities in reference to the Hop & Shop Buy Local campaign
- Planning and support activities of the Hop & Shop campaign with Ace Radio promoting local businesses & shop local
- End of month tourism statistical report
- Ongoing implementation of tourism related projects including: – Walking trails in Balranald & Euston; the Spirit of the West Loop activities; Euston tourism collateral development, the Southern Cross Audio-Visual project; the Lake Benanee upgrade project and the Shire Entry Signs project
- Release and distribution of the new Visitor Guide
- Release of the printed Lake Benanee brochure
- Release of the printed Discovery Centre brochure
- The Balranald Shire Visitor Guide sent to print
- One-on-one catch-ups with business operators
- Attendance at the Far West NSW Tourism Networking meeting
- Attendance at ESI meetings re tourism related projects
- Attendance at Darling Murray River Murrumbidgee Rural Services Network meeting
- Facilitation of a series of the Spirit of the West Loop marketing activation meetings
- Meetings with Brand Action in reference to development of Euston collateral (Directional signs and A3 Map Pad)
- Attendance of the Robinvale/Euston Solutions Toolbox meetings

Community Engagement

- Engagement with the Southern Cross committee members re the upcoming Southern Cross event.
- Engagement with the Civic Dinner planning committee
- Engagement with the Art Gallery team members in reference to Balranald Gallery activities

- Coordination of the community stakeholders for the planning of the SEEN event and activities
- Attendance and engagement at the SEEN Yarning Circle Workshop
- Attendance and engagement at the Murrumbidgee Classic meeting
- Attendance and engagement at the SCAIWAC Meeting
- Attendance and engagement at the TED Meeting

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 upcoming events and the Events Calendar
- Attendance and support of the SEEN dinner event with Australian Idol Winner Royston Noelle
- Attendance of the SEEN Yarning Circle workshop
- Ongoing planning of the upcoming Civic Dinner and providing updates via a Rolling Action Plan
- Attendance at the BFNC Preliminary Finals event
- Promotion of community events on community social pages
- Positive responses to event postings



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

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

Grants

- Submission of the Australia Day Grant 2027
- Collation of evidentiary documentation for the NSW Sustainable Communities Early Round – Milestone 1 Reporting
- Collation of the full suite of evidentiary documentation aligned with funded activities involving Balranald Shire Council re the Regional Drought Resilience Program. This was sent to Wentworth Shire Council for the grant's Completion Report
- 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
- Provided assessment for external Project Manager
- 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 Development section of the MOR
- Collation and assessment of end of month Tourism statistics
- Submission of Monthly-Check-In Assessments
- Refer to the attachment of this month's Grants/Projects Report

Visitor Service / VIC Team

- Excellent comments in Visitor Book in reference to Customer Services
- VIC team ongoing activeness in promoting tourism assets/attractions and active in encouraging visitors to stay longer and spend more
- 100% check-off of daily checklist in reference to the VIC Centre operations
- Visitor Stats recorded daily and end of month report submitted to coordinator
- Visitor Numbers at the Discovery Centre Precinct/Visitor Centre for September was 3,010 being +2.5% change from the previous month
- Sales figures at the Visitor Centre for September was \$8,905.50 being +5.1% change from the previous



Figure 17 U15 Netball team after practice for Prelimina



Figure 19 Royston Noell with school children on stage



Figure 18 Connie Mallet & Patsy Winch with Royston Noel



Figure 22 Cr Alison Linnette & Connie Mallet with Royst



Figure 20 Fully booked SEEN event featuring Royston Noe



Figure 21 Newly Released Visitor Guide





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



Figure 23 Balranald Discovery Centre Flyer page 1



Figure 25 Balranald Discovery Centre Flyer page 2



Figure 24 Hop & Shop campaign promotional Flyer

Economic Development/ Tourism & Community – Service Metrics

Visitor Numbers at the Discovery Centre Precinct/Visitor Centre for September 2026 was 3,010 being +2.5% change from last month.

Visitor Number change from June to September was +61.1%

Sales Figures for September 2026 was \$8,905.50 being +5.1% change from last month

Sales Figures change from June to September was +69.5% change

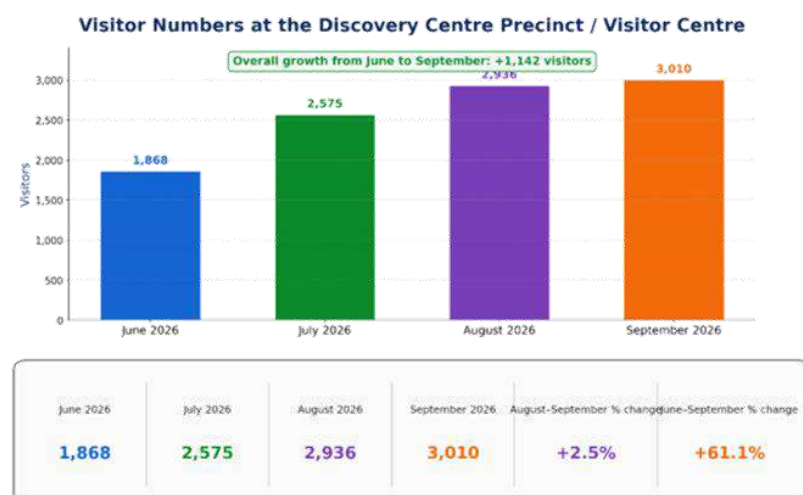


Figure 26 Visitor number stats



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

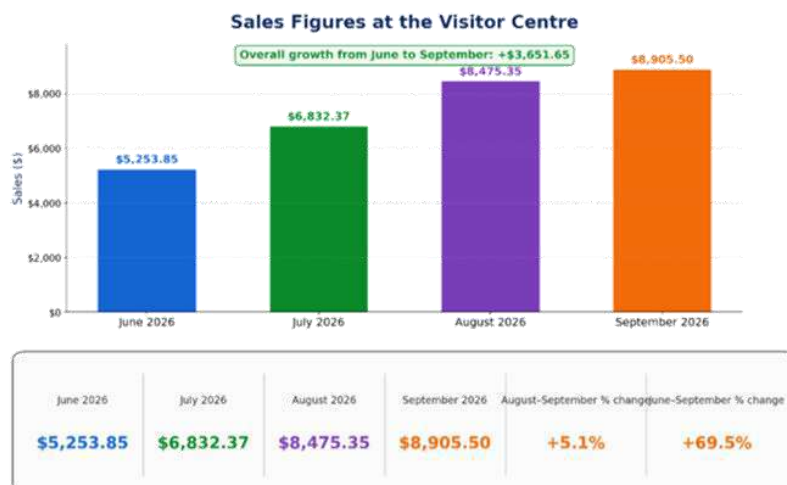


Figure 27 Sales updates

Governance – Human Resources, Records Management & Information Technology

Human Resources

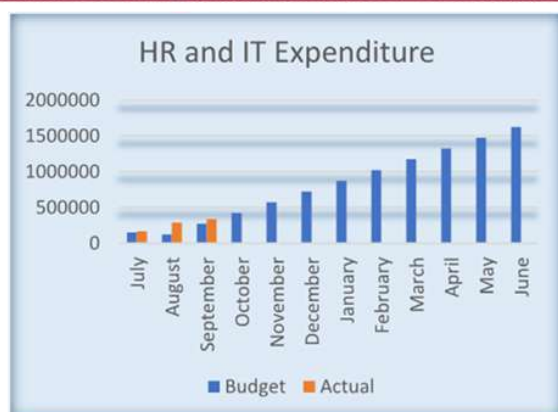
The Human Resources Officer provides professional, operational human resources support across the Council's workforce lifecycle, including recruitment, employment compliance, workforce performance, training and development, industrial relations, and staff wellbeing. Operating within Council's governance,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

Governance – Human Resources, Records Management & Information Technology

Financial Data _ Human Resources & Information Technology



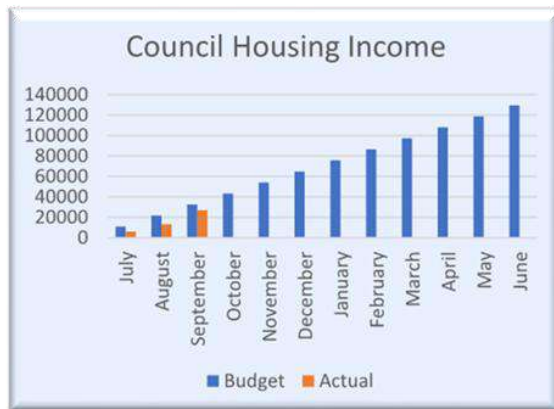
Financial Summary

Expenditure is within budget limits.



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

Financial Data – Council Owned Properties including Council Housing



Financial Summary

Income is tracking within budget limits

Expenditure is tracking slightly under budget at this point, however repairs and maintenance schedules are currently being worked on.

Governance – Human Resources - Business as Usual

Performance Appraisals:

- The 202/27 Performance Appraisals will commence in November 2026. (To be complete by March 2027).

Policy & Procedures:

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

Trainee & Apprentices:

- Very excited to have just completed the Round 4 Fresh Start grant application for 4 x trainee positions with Council in 2027 (Water & Sewer, Admin, PCA & Cook).
- Completed the third Acquittal for Round 1 funds to be released

Return To Work:

- Looking forward to engaging with Shona, RTW Specialist (new Dept with StateCover) to use her expertise to further assist with current cases.



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

TRAINING & CONFERENCES:

DATE	TITLE	DESCRIPTION OF TRAINING/CONFERENCE
9/9/2026	AVCRM & StateWide Mutual Drone Compliance Workshop	Drone training at Hay Golf Course – WHS & Risk Officer and Assets Officer attended
21- 23/9/2026	United Services Union – Annual Conference	The Conference debates <u>matters</u> that effect all workers including; Industrial relations changes, Superannuation Legislation, WHS matters, etc. Our elected member attended

RECRUITMENT & ADVERTISING:

POSITION	REASON	STATUS	CLOSES
Casual Housekeeper – Caravan Park	Short Staffed	Readvertised	Ongoing
Town Maintenance Officer	Vacant – internal promotion	Employment Offer made	4 September 2026
Caravan Park Reservations Officer	New PT Position	Interviews in process	9 September 2026
Registered Nurse	Vacancy (ongoing)	Interviews in process	25 September 2026

Appointments:

- Successful appointment of 1 General Equipment Operators as short-term contract.

Resignations/terminations:

- Nil

Figure 28 Training & Recruitment

Governance – Human Resources - Service Metrics

Staff Updates (including internal changes)

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

CURRENT EMPLOYEE STATISTICS:

	Number	Percentage
Female	58	60%
Male	38	40%
Indoor	38	40%
Outdoor	33	34%
Hostel	25	26%
Full-time	61	64%
Part-time	5	6%
Casual	24	25%
Seasonal	3	3%
Term Contract	3	2%
TOTAL STAFF	96	100%

Figure 29 Staff changes & stats



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

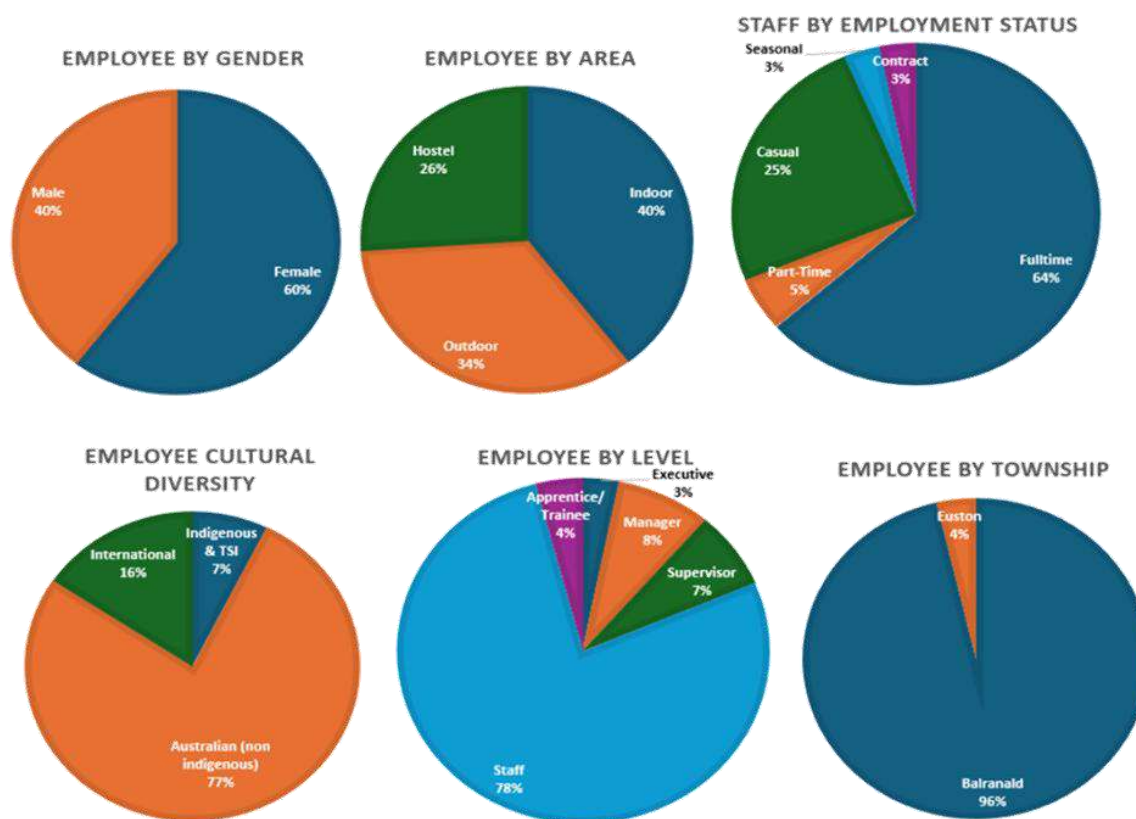


Figure 30 Stat Charts 1

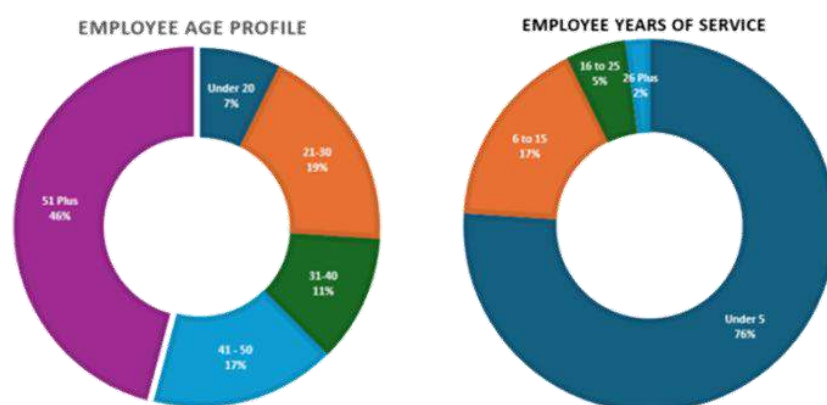


Figure 31 Stat Charts 2



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

Governance – Records Management & Information Technology – Business as Usual

1. 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.

2. IT Managed Service Provider - Request for Tender Project

The ICTA contract between Council and Charlie Mac & Associates was finalised, with all approvals secured and the provider successfully onboarded from 2 September 2026. The IT services transition project commenced and remained on track, with stakeholder communications, service handover activities and consultant engagement progressing as planned. EFEX agreements, contracts and invoices were reviewed to verify obligations and support a smooth transition of services.

3. Cyber Security

A total of 8,059 security events were monitored, triaged and analysed during the reporting period by Council's Security Operations Centre (SOC). Following assessment and investigation, the SOC Analyst Team identified and investigated 4 security incidents that warranted further review. All 4 incidents have since been resolved, with no open cyber security incidents currently 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.

4. Service Desk Performance

Service Desk activity increased during September 2026, with a total of 62 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

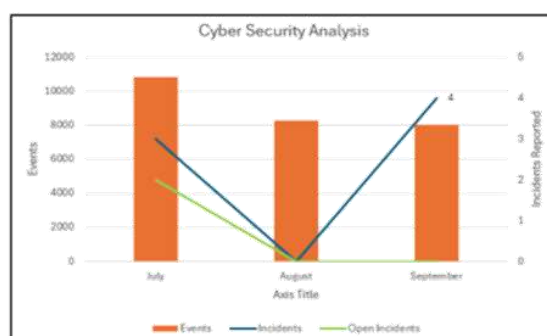
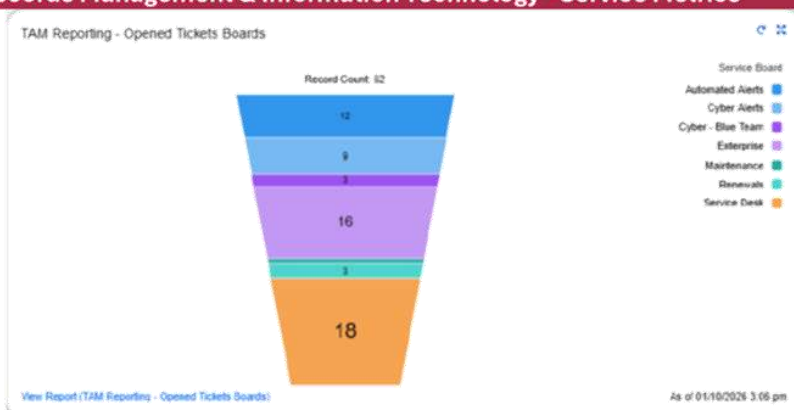


Figure 32 IT Tickets Analysis



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

Library

Librarian

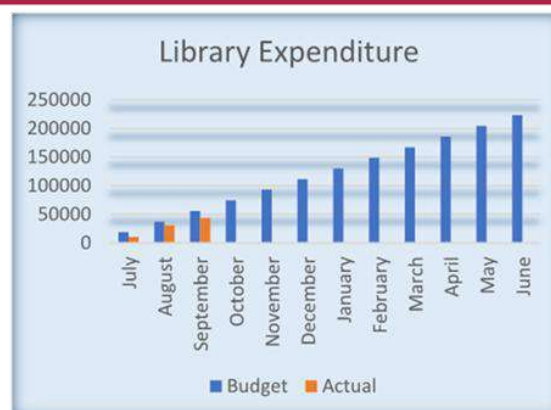
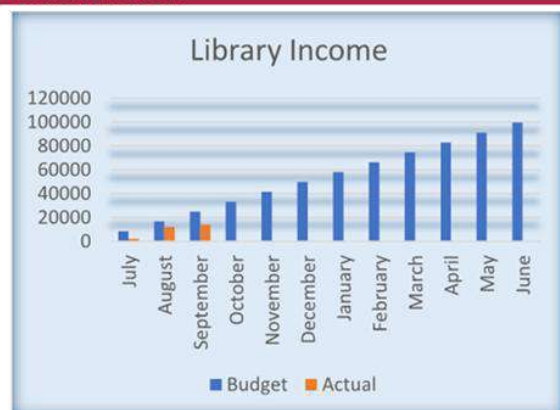
The Librarian provides professional leadership and operational management of the Balranald Shire Council Library, delivering contemporary, inclusive, and high-quality library services that exceed traditional rural service models.

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.

Library

Financial Data



Financial Summary

Income and Expenditure are both tracking within budget limits.

Capital is a little lower than budgeted at this stage.

Library - Business as Usual

- Successful with Grandparents Day funding to run Halloween luncheon at the end of October.
- School Holiday Program - Cooking and Halloween art



Figure 33 School Holiday Program



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

Library – Service Metrics

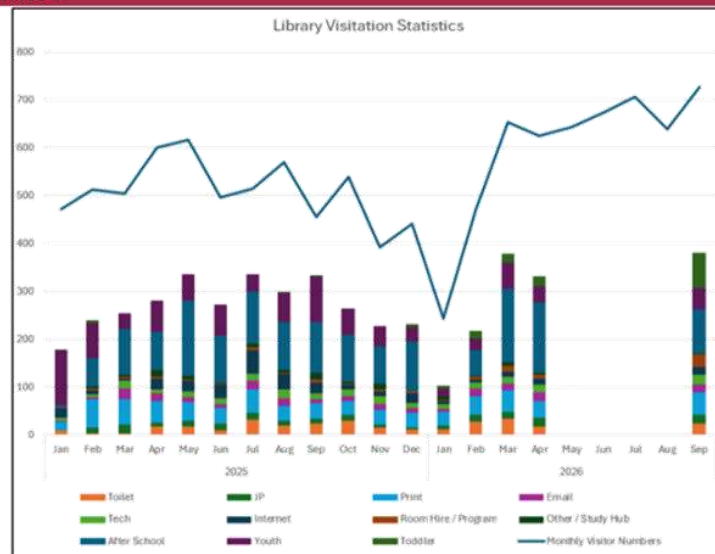


Figure 34 Library visit stats



Figure 35 Monthly Visits

Part D: Actions Register

Meeting	Officer/ Director	Section	Subject
Council 21/07/2026	Beautiv, Hodi	Committee Reports	Tourism & Economic Development Advisory Committee - held on Wednesday 27 May 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.			
CARRIED			
Council 21/07/2026	Beautiv, Hodi	Part A - Chief Executive Officer's Reports	Review of Council Policies
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:			



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

(a)	Publicly exhibited for a period of 28 days to invite public submissions; and			CARRIED
(b)	Adopt the plan immediately following the exhibition period, if no significant public submissions are received.			
Council 21/07/2026	Beauliv, Hodi	Confidential Matters	Status Update on actions to address fire damage to the Royal Theatre Building	
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				
				CARRIED
Council 16/09/2025	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Review of Council Policies	
Resolution 2025/1				
Moved: Cr German Ugarte				
Seconded: Deputy Mayor Dwaine Scott				
That Council defer the policies to a workshop for discussion.				
				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				
As workshops are now allowed again with the rescission 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.				
Council 10/21/2025	Beauliv, Hodi Beauliv, Hodi	Confidential Matters	Balranald Shire General Practice (GP) Services	
RESOLUTION 2025/211				
Moved: Cr Iain Lindsay-Field				
Seconded: Deputy Mayor Dwaine Scott				
That Dr Vitalis gets \$45,000 this year, next year Council provides 50% of the \$45,000, the following year 25% and the doctor needs to commit with a 5 years signed contract of staying in Balranald and the GP.				
				CARRIED
08 Dec 2025 7:45pm Beauliv, Hodi				
The Executive Manager Community and Governance has advised Dr Vitalis that Council will be reducing the financial assistance provided over the coming years. Conversations have also been facilitated with the Rural Doctors Network and through feedback on health services to the Country Mayors Association on how the government is cost shifting these expenses to local Council's.				
Council 21/10/2025	Beauliv, Hodi	Part A - Chief Executive Officer's Reports	Discovery Centre Cafe Lease Agreement	
Resolution 2025/194				
Moved: Cr Iain Lindsay-Field				
Seconded: Cr German Ugarte				
That Council:				
7 note the tenants are exercising their option on the Discovery Centre Café lease and				
7 authorise the Interim CEO to vary the operating hours of the lease to 6am-3pm.				
				CARRIED
24 Nov 2025 1:33pm Holmes, Carol				
Moved to Hodi Beauliv as Hodi is the Executive Manager: Governance & Community Services				
08 Dec 2025 7:35pm Beauliv, Hodi				
The owners of the Cafe are yet to exercise the option to change their operating hours. Council will be notified when this change comes into effect.				
09 Jun 2026 1:03pm Beauliv, Hodi				
Letter sent to operators on 10/06/2026 re-confirming in writing their request to exercise the option to extend the lease for a further 3 years was noted at the October Council meeting and to advise the solicitor costs they would be required to pay if they wish to alter their operating hours				
10 Jul 2026 12:39am Beauliv, Hodi				
As at 9 July 2026, the tenants have not responded to the correspondence from 10 June 2026.				
Council 4/21/2026	Mallet, Connie Beauliv, Hodi	Notice of Motion	Notice of Motion - Facade Revitalisation & Growth Program (FROG)	
RESOLUTION 2026/70				



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

Moved: Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

AMENDMENT

Moved: Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

That council consults with business & building owners and landlords in relation to developing a place based scope enabling a visual amenities and presentation of Balranald CBD to be refreshed.

The Amendment became the MOTION and was PUT and CARRIED.

CARRIED

01 May 2026 1:29pm Mallet, Connie - Completion

Completed by Mallet, Connie (action officer) on 01 May 2026 at 1:29:38 PM - Noted

18 Aug 2026 11:06am Holmes, Carol - Completion

Uncompleted by Holmes, Carol

02 Oct 2026 10:53am Dodds PSM, Terry

Report to October OCM.

07 Oct 2026 4:56pm Holmes, Carol - Target Date Revision

Target date changed by Holmes, Carol from 19 May 2026 to 30 December 2026 - In progress

09 Oct 2026 10:21am Holmes, Carol

This item has been included on the "Find A Grant" and it has also been included in the shop front strategy which is being addressed in the "Love Local" program which is currently being developed. The TED committee have been given a copy of this strategy/program for their information.

Part E: Executive Summary

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

- The first stages of remuneration data have now been supplied to Mastertek for the Salary System Review and Health Check. This is critical work in ensuring all Council staff member salaries are reviewed (excluding those in aged care) and every employee is remunerated to the appropriate scale. Dom worked especially hard to support the collation of this information - thanks Dom.
- Council continues to work with the National Audits Group to undertake a comprehensive review of our processes in preparation for future formal audits. Most recently all necessary documentation has been provided to enable an audit of our Contracts Management and Records Management processes. Thisen led this process with vigilance to return a large volume of documents on time.
- The Monthly Operational Report has been reformatted to enable easier reading and shorten the document. Overall this has shortened the document by approximately 30 pages. Carol and Tharme were key to informing this process.
- Tharme has redesigned the information collection process for staff to feed their information into the MOR through customised Microsoft Forms documents. This has avoided use of the time consuming and troublesome shared documents. Tried for the first time for the Sept MOR feedback has been positive. Great work Tharme on getting us through this new system for the first time!
- The Bidgee Haven Extension continues under the wise guidance of Leah and Dana. Their consideration and effort given to every detail is translating into a critical piece of Council infrastructure that will serve our community with integrity for years to come.
- Connie hosted yet another highly successful buy local campaign, contributing to the local economy in practical and meaningful ways by adding media exposure and dollars to our local businesses. She also continues to have oversight of the SOTW Loop, combining big picture vision with incredible attention to detail to achieve something we should all be proud of. The TIC Team continue to hold the fort in a highly professional manner enabling Connie to extend her impact. They are each a great 'first face' of our Shire and should feel proud.
- The volume of work asked of our HR officer is big! Thanks Kylie for continuing to work at the large number of updates needed.
- Janaya and Ting continue to provide an amazing local service to all ages. They have re-created themselves to provide a space for our older residents whilst other services are in recess and continue to provide high quality and engaging after school and holiday programs.
- The caravan park has had another busy school holidays period continuing to provide a great experience for travellers and efficiently handling maintenance issues to ensure the best possible stay experience.

As a team you all seem to take change in your stride, in a no fuss, get the job done sort of way and should each be celebrated for this reason!



Balranald Shire Council Monthly Operational Report – September 2026 Finance

FINANCE

Part A: Executive/Management Accountabilities

Chief Finance Officer

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.

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



PILLAR 6: Our Council

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
6.3.4.1	Council commits to strengthening its financial sustainability through implementation of the Long-Term Financial Plan (LTFP) and its strategies	CFO	X	X	X	X	😊

Current Efforts (expenditure/projects)

- 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
- LTFP adopted at the August 2026 Council meeting, the document is still in its infancy and will develop in strength over the coming years and when integration with the Asset Management Plans is fully complete. Integration between the Long-Term Financial Plan and the Asset Management Plans is expected to be complete by 2028.

6.3.4.3	Council proactively pursues revenue opportunities, cost savings and/or efficiencies	CFO	X	X	X	X	😬
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Current Efforts (expenditure/projects)

- 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
- Council maintains a proactive approach to identifying revenue opportunities and driving cost savings and efficiencies across its operations. Early efficiencies are emerging through the implementation of the smart-meter system in water, and further improvements are currently being explored in the waste management function, the management of Council leases, and the IT environment.

Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 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.

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

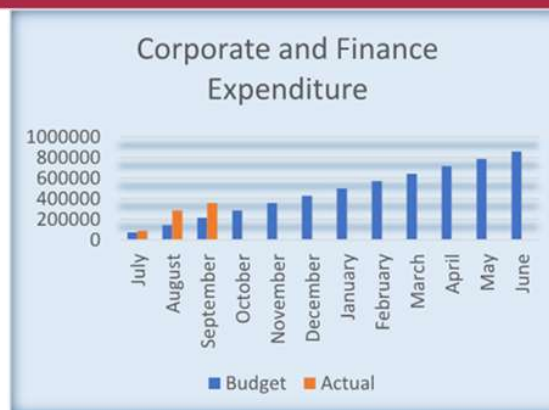
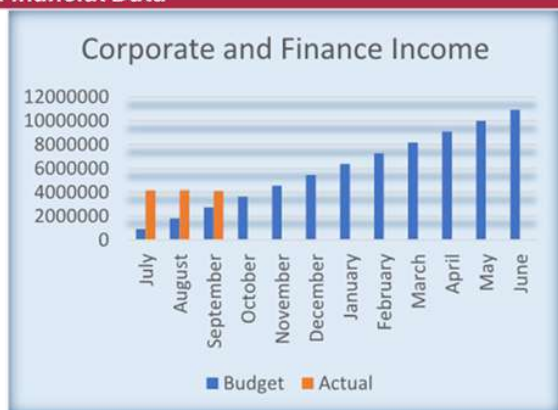
The Stores Officer is responsible for the secure, efficient, and well-controlled operation of the Council's stores and depot inventory functions. The role provides a critical internal service to all Council business units by ensuring materials, fuel, tools, and consumables are available, accounted for,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

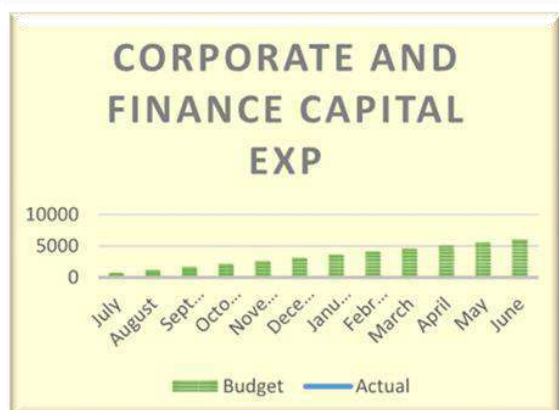
Chief Finance Officer

Financial Data





Balranald Shire Council Monthly Operational Report – September 2026 Finance



Financial Summary

Income is high due to the rate levy being raised and entire levy showing.

Expenditure is high due to upfront payment of insurance premiums, this will even out as year progress and as phasing is introduced.

Finance- Operational Update

The Finance team continued to deliver business-as-usual operations throughout September, including daily financial processing, budget monitoring, procurement support, and statutory reporting. September was an intense and high-pressure period, with the annual financial statements completed and the external audit now all but finalised. The ARIC meeting was also successfully completed during the month, with the financial statements presented for review. In addition, the team progressed final grant acquittals to ensure compliance with funding requirements and timely submission. Despite the demanding workload, core financial functions remained steady and well-managed, maintaining strong governance and operational continuity.

Finance- Service Metrics

Balranald Shire Council - Statement of Rates and Charges								
As at 30-Sep-26								
Income Category	Arrears 30 June 2026	2026/27 Net Levy	Total Receivable	Amount Collected as at 30 September 2026	Collection as a % of Total Receivable	Total Balance Due	Total Balance Due as a % of Total Receivable	Net Arrears as % of Net Levy 30-Sep-26
General Fund Rates incl Interest / Legal charges	\$494,672.30	\$4,186,496.22	\$4,681,168.52	\$2,231,305.86	47.67%	\$2,449,862.66	52.33%	11.10%
Waste Management Charges	\$73,381.85	\$602,970.62	\$676,352.47	\$271,129.94	40.09%	\$405,222.53	59.91%	11.24%
Stormwater Levy Charges	\$3,250.94	\$19,781.71	\$23,032.65	\$8,054.09	34.97%	\$14,978.56	65.03%	15.39%
Water Fund - Access Charges	\$135,500.95	\$1,074,053.53	\$1,209,554.48	\$510,283.73	42.19%	\$699,270.75	57.81%	11.94%
Sewerage Fund - Annual Charges	\$107,471.36	\$873,707.49	\$981,178.85	\$426,366.58	43.45%	\$554,812.27	56.55%	11.61%
Subtotal	\$814,277.40	\$6,757,009.57	\$7,571,286.97	\$3,447,140.20	45.53%	\$4,124,146.77	54.47%	12.05%
Water Fund - Consumption Charges	\$151,262.91	\$181,956.93	\$333,219.84	\$178,239.95	53.49%	\$154,979.89	46.51%	101.30%
Sewerage Fund - Usage Charges Non Residential	\$3,891.69	\$5,972.78	\$9,864.47	\$4,519.58	45.82%	\$5,344.89	54.18%	136.49%
Subtotal	\$155,154.60	\$187,929.71	\$343,084.31	\$182,759.53	53.27%	\$160,324.78	46.73%	102.41%
	\$969,432.00	\$6,944,939.28	\$7,914,371.28	\$3,629,899.73	45.86%	\$4,284,471.55	54.14%	13.79%

Notes

- Arrears is rates overdue from previous years levies
- Net Levy includes any DR & CR levy adjustments, interest charged and pensioner rebates
- Total Receivable includes arrears at 30 June 2026 plus the current net levy
- Amount collected includes payments towards arrears and current net levy
- Total Balance Due includes the arrears balance, as reduced by payments in this financial year, plus current net levy
- Net Arrears as a % of net levy, takes into account receivables for arrears and current net levy

Finance



On Target/Completed



Caution/In Progress

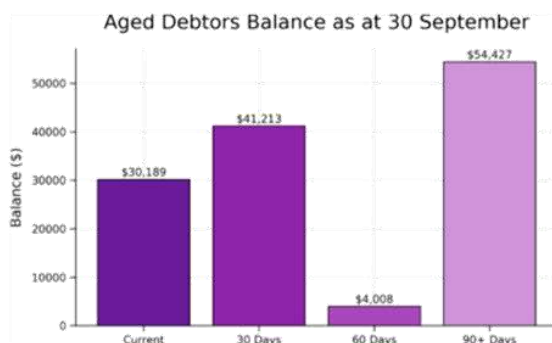


Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Finance



	Balance Outstanding September 2026
Rates & Charges	\$4,124,146.77
Water & Sewer Usage Charges	\$160,324.78
TOTAL	\$4,284,471.55

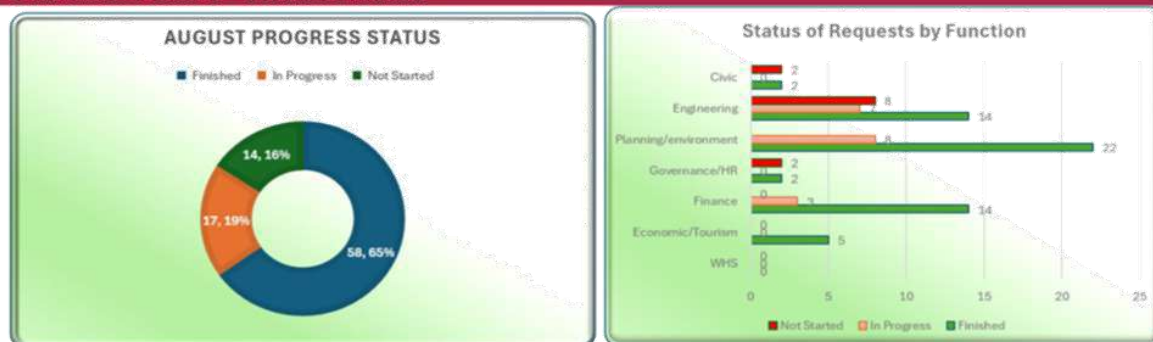
Arrears at 30 September 2026					
366+ DAYS	181-365 DAYS	31-180 DAYS	1-30 DAYS	Current	Total
ARREARS	ARREARS	ARREARS	ARREARS	not yet due	
\$448,528.60	\$192,073.15	\$456,781.22	\$2,113.71	\$3,184,974.84	\$4,284,471.55

Number of Accounts	Current	30 days	60 days	90 days	TOTALS
9	\$30,189				\$30,189
10		\$41,213			\$41,213
4			\$4,008		\$4,008
14				\$54,427	\$54,427
Grant funding 1	\$1,565,535				\$1,565,535
TOTALS	\$1,595,724	\$41,213	\$4,008	\$54,427	\$1,695,372

Customer Service – Operational Update

Council's Customer Service team continues to deliver business-as-usual support through professional, courteous and timely assistance to all customers. Staff remain committed to clear communication, resolving enquiries at the first point of contact wherever possible, and ensuring requests are accurately recorded and directed to the appropriate area for action. Our focus is on providing consistent, reliable and respectful service that meets community expectations and supports day-to-day council operations.

Customer Service – Service Metrics



Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Finance

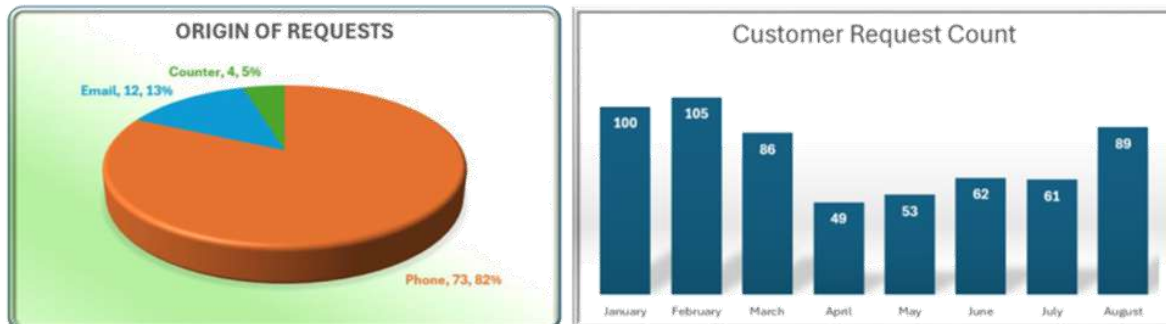


Figure 36 Customer request stats

Part D: Actions Register

Meeting	Officer/Director	Section	Subject
Council 9/15/2026	Mendes, Edna Mendes, Edna	Part A - Chief Executive Officer's Reports	Rating for Mining Lands
RESOLUTION 2026/214			
Moved: Cr Alison Linnett			
Seconded: Cr Iain Lindsay-Field			
That Council not proceed with this report.			
PURPOSE OF REPORT			
This report presents the details of an earlier Council resolution dated 19 October 2021, in relation to consideration of a possible Special Rate Variation (SRV) in respect to land used for the purpose of specified mining activities.			
06 Oct 2026 9:56am Holmes, Carol			
This report, will be reported back to Council after further investigation and research.			

CARRIED

Part E: Executive Summary

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

Council has successfully completed its annual financial statements, with the external audit in its final stages. This marks an important achievement and highlights the strong financial stewardship demonstrated throughout the year. A fantastic result made possible by the dedication and hard work of our entire team.

Finance



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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

PLANNING & ENVIRONMENT

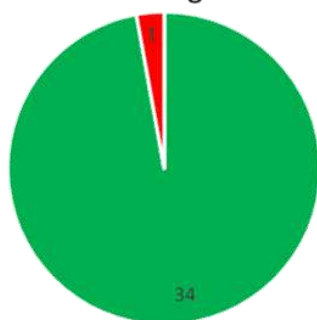
Part A: Executive/Management Accountabilities

Manager Planning & Environment

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.

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

Planning & Environment



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

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

PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
1.1.1.1	Research and develop Streetscape Masterplans for Balranald and Euston (including an Irrigation Strategy)	MPE			X		😊

Current Efforts (expenditure/projects)

- 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.
- NA - not scheduled until 27/28

1.1.1.2	Review and implement Council's Tree Policy (audits and planning)	MPE			X		😊
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Current Efforts (expenditure/projects)

- 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.
- NA - not scheduled until 27/28

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			😊
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Current Efforts (expenditure/projects)

- 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.
- Commenced scoping of swimming pool upgrade

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	😊
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Current Efforts (expenditure/projects)

Planning & Environment 😊 On Target/Completed 🟡 Caution/In Progress 🚫 Critical/Intervention Needed Page 61



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

- All new infrastructure projects and/or infrastructure upgrade projects must meet “accessibility for all” criteria
- Criteria applied to Balranald Lions Park upgrade project
- 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.
- *This is a principle*

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	
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Current Efforts (expenditure/projects)

- 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	
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Current Efforts (expenditure/projects)

- 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.
- *This is an ongoing requirement*

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	
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Current Efforts (expenditure/projects)

- Ongoing activity by the planning department
- Ranger services continue to provide community education, compliance and companion animal management activities.
- *This is ongoing and subject to animal ranger work program and priorities*

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	
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Current Efforts (expenditure/projects)

- 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.
- *Ongoing requirement*

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	
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Current Efforts (expenditure/projects)

- General principle regarding advice, assessment policy and improvement
- Sustainable development principles continue to be applied through planning assessments, policy reviews and strategic advice.
- *Ongoing requirement*

PILLAR 2: Our Community

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
2.4.3.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council advocates for the comprehensive mapping of cultural assets across the LGA	MPE			X	X	

Current Efforts (expenditure/projects)

- 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.
- *NA - not scheduled to commence until later date*



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

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	X	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2027/28
- This action remains appropriately scheduled for a future stage of the Delivery Program and will require specialist heritage expertise.
- NA - subject to funding and priorities

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	😊
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Current Efforts (expenditure/projects)

- 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	
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	😊

Current Efforts (expenditure/projects)

- 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.
- LEP to be updated and subject to funding and priorities

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	😊
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Current Efforts (expenditure/projects)

- 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
- NA - subject to emerging issues and priorities

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	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - subject to funding and priorities. Will be informed by existing state and local strategies

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	X	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - subject to housing strategy, then implementation plan

3.4.3.5	Draw on findings from the Housing Strategy to further explore feasible visitor accommodation options	MPE		X	X	X	😊
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Current Efforts (expenditure/projects)

- 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.

Planning & Environment 😊 On Target/Completed 😟 Caution/In Progress 😡 Critical/Intervention Needed Page 63



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- Contingent on Housing Strategy and Implementation Plan

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		
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27 and is contingent on the finalisation of the Settlement and Housing Strategy
- This action is dependent on Housing Strategy implementation and additional strategic planning capacity.
- Subject to Housing Strategy and Implementation Plan

PILLAR 4: Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
4.2.1.1	Research and develop a comprehensive and current shire-wide Housing Strategy and commence implementation	MPE		X	X		

Current Efforts (expenditure/projects)

- 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.
- Active and on target

4.2.1.2	Recruit and employ a full time Strategic Planner (Housing and Growth), development planning documentation fully reviewed and updated	MPE			X		
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Current Efforts (expenditure/projects)

- 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
- Urgent. Not funded.

4.2.1.3	Through the Housing Strategy update LEP to reflect community expectations gathered from the CSP process	MPE			X		
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Future LEP amendments will follow Housing Strategy outcomes and require additional strategic planning capacity.
- On target

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		
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Future implementation will depend on Housing Strategy recommendations, partnerships and government funding opportunities.
- On target

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	
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Subject to resourcing
- Community education activities remain appropriately sequenced after completion of core strategic planning projects.
- NA - for a council like BSC, most likely this is a case by case and bespoke

4.2.2.3	Create a Housing Application 'buddy' within Council to support residents seeking to undertake this process	MPE			X		
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Future implementation would require broader community support mechanisms and organisational commitment.
- NA - would be post Housing Strategy, Implementation Plan and part of systems and processes improvement

4.3.3.3	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking advocacy regarding power supply –	MPE				X	
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	including volume and interruptions (particularly for outlying communities such as Kyalite, Hatfield, Clare)						
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Current Efforts (expenditure/projects)

- Not yet commenced
- Current activity is focused on evidence gathering and issue identification to support future advocacy.
- NA - may need review of BSC lead

PILLAR 5: Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
5.1.1.1	As for Strategy 1.4.1 all Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the EDS and CSP	MPE	X	X	X	X	😊

Current Efforts (expenditure/projects)

- LEP to be exhibited and subject to public consultation
- Community priorities continue to guide planning reviews and policy development.
- Ongoing

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	😊
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Current Efforts (expenditure/projects)

- Subject to updated Asset Management Plan
- Environmental compliance responsibilities continue through existing operations, Asset Management planning and regulatory functions.
- Ongoing

5.1.1.3	Pursue funding opportunities targeted to the restoration of degraded or at-risk landscapes, waterways, flora and fauna	MPE			X	X	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - Subject to funding and priorities, noting state priority weed management program

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			😊
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Current Efforts (expenditure/projects)

- 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.
- Ongoing

5.1.2.2	Council remains active in understanding the impact of industry on our waterways, including the potential impact of mineral sands mining on groundwater systems. Council advocates as necessary and requires regular water contamination testing by mining industry	MPE			X	X	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - possibly not the right BSC lead, or co-leadership required.

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	😊
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Current Efforts (expenditure/projects)

- 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.
- Ongoing. LEP to be updated

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	😊
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Current Efforts (expenditure/projects)

- 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.
- Ongoing

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	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Delivery would benefit from dedicated sustainability or environmental program capability.
- NA - subject to priorities

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	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - subject to funding and priorities

5.2.3.2	Through the development of the Waste Management Strategy Council explores opportunities within its own organisation to promote the recycling and reuse of materials (eg donating outdated computers to volunteer groups)	MPE			X	X	😊
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Current Efforts (expenditure/projects)

- 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.
- NA - Subject to funding and priorities



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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.

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.

Building Maintenance Officer

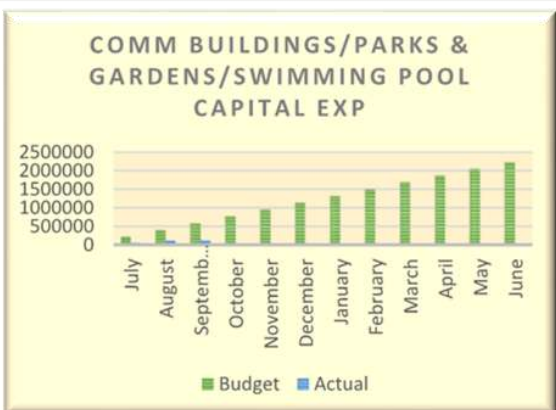
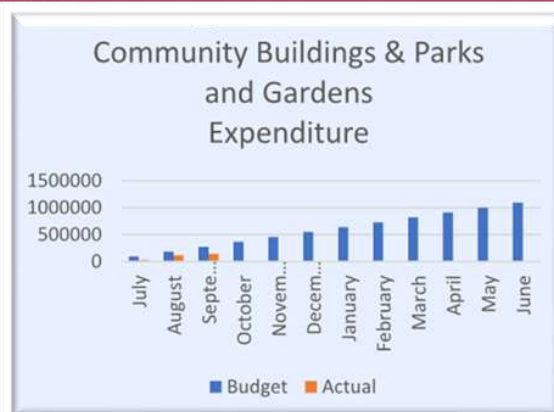
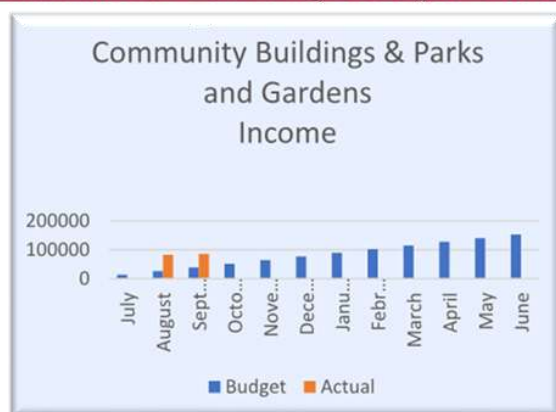
The Building Maintenance Officer is responsible for the coordination, maintenance, and operational oversight of Council-owned buildings, facilities, and public amenities to ensure they are safe, functional, compliant, and fit for purpose.

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.

Planning & Environment

Financial Data – Community Buildings & Parks & Gardens



Financial Summary

Income is high due to a payment received up front for a year long project.

Expenditure is within budget limits.

Capital works will commence within the next quarter.





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

Financial Data – Health, Building & Town Planning



Financial Summary

Income and Expenditure are both within budget limits

Statutory Planning, Building & Environmental Health

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

September 2026 involved a diverse workload across development assessment, building certification, environmental health, compliance investigations, Crown Land administration and strategic asset management. Effort was directed toward the Theatre Royal insurance claim and remediation investigations, Garreffa Parade compliance matters, drinking water monitoring, building certification functions and development assessment activities. Additional work included concrete batching approval advice, environmental compliance reporting, food safety monitoring, Crown Land and licensing matters, and support for a range of Council property, infrastructure and operational projects. The reporting period required stakeholder liaison, field inspections, regulatory assessment and coordination across multiple service areas.

September 2026 - Significant Works

- Progressed the Theatre Royal insurance claim and remediation project, including multiple site inspections, sub-floor water investigations, pump testing, street pit investigations, contractor coordination, access arrangements, photographic records and insurer support activities.
- Completed assessment and reporting associated with the soil contamination matter, including procurement and engagement of an independent peer review and liaison regarding contamination assessment findings.
- Undertook multiple development assessment and planning functions, including assessment of proposed dwellings, verandas, commercial additions, planning advice requests, development enquiries and preparation of council reports.
- Completed numerous building certification, plumbing and compliance inspections, including Euston inspections, sanitary drainage matters, occupation certificate functions and associated certification activities.

- Progressed the Garreffa Parade compliance investigation, including site inspections, regulatory assessment and management advice regarding occupation and approval matters.
- Continued delivery of the Drinking Water Monitoring Program, undertaking bacteriological and fluoride sampling across Balranald and Euston in accordance with monitoring obligations.
- Managed ongoing food safety and public health activities, including food recall monitoring, public notifications and environmental health advice.
- Advanced Crown Land, operational land and environmental assessment matters, including licensing discussions, REF advice and strategic land management support.
- Provided assessment and advice on concrete batching plant approval pathways, including legislative review, site inspection, stakeholder meetings and preparation of regulatory advice.
- Undertook EPA landfill reporting and waste management activities, including waste data review, landfill reporting support and associated environmental compliance functions.
- Supported Council asset and property management projects through investigations, inspections and advice relating to public facilities, cemetery records, public infrastructure, keys and security systems, and operational asset maintenance matters.
- Continued stakeholder liaison, management reporting, policy reviews, work planning, WHS activities and interdepartmental project support across Planning & Environment functions.



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Building Surveying, Environmental Health & Statutory Planning – Service Metrics

Core Activity Description September Allocation

- Statutory Planning & Development Assessment DA assessments, planning advice, planning certificates, council reports, development enquiries and planning research. 20%
- Building Surveying & Certification Building inspections, plumbing inspections, occupation certificates, development compliance and certification functions. 20%
- Environmental Health & Regulatory Services Drinking water monitoring, food recalls, waste management matters, trade waste, public health and environmental compliance activities. 15%
- Compliance Investigations & Regulatory Response Garreffa Parade investigation, soil contamination matter and associated regulatory investigations. 10%
- Theatre Royal, Property & Insurance Matters Insurance claim support, site inspections, pump trials, contractor liaison, engineering investigations and insurer requests. 20%
- Crown Land, REF Projects & Strategic Land Management Crown land matters, operational land licensing, REF reviews and environmental assessment support. 5%
- Administration, Reporting, WHS & Stakeholder Liaison Work plans, MOR reporting, meetings, management requests, DoneSafe training and internal liaison. 10%

Building Maintenance – Business as Usual

- Coordinated and supervised multiple maintenance, repair and compliance works across Council facilities.
- Completed repairs to amenities at the Discovery Centre, including disabled toilets, women's toilet doors, vanities, fencing inspections and maintenance planning.
- Undertook maintenance works at the Caravan Park, including repairs to stoves, electrical faults, lighting, taps, shower facilities, pool gate, cabins, doors and toilet systems.
- Managed office refurbishment works at the Depot Engineers Office, including office relocations, vinyl flooring installation, painting coordination and furniture relocation.
- Coordinated contractors and obtained quotations for plumbing, electrical, flooring, barbecue construction, shade sail and fencing projects.
- Facilitated inspections and maintenance planning for Houston/Anderson Park toilet project, Royal Hall, Discovery Centre and other Council assets.
- Attended and completed Test and Tag training in Bendigo, including sourcing equipment and replacement components required for future Council compliance testing.
- Conducted inspections and repairs at community facilities including the swimming pool, library, SES shed, BG Haven, Royal Hall, seniors facilities and sporting precincts.
- Repaired and maintained Council infrastructure including exhaust fans, pool pumps, lighting, locks, fencing, appliances, alarm systems and plumbing fixtures.
- Assisted with insurance inspections, asset assessments and building condition investigations across multiple Council properties.
- Coordinated procurement of materials, contractor services and supplies, including regular travel to Swan Hill and Bendigo to support operational requirements.
- Undertook ongoing administrative duties, work planning, procurement processes and stakeholder liaison with contractors, consultants and Council staff.

Building Maintenance – Service Metrics

Works in progress

Planning Administration – Business as Usual

September 2026 activities undertaken by Council's Planning Officer focused primarily on statutory planning administration, development assessment support, strategic planning initiatives and Crown Land matters. Effort was directed towards planning certificate processing, customer enquiries, document and records management, planning research and stakeholder liaison. Ongoing work also included support for strategic planning projects, Crown Land administration, Native Title related matters, workflow management, reporting obligations and maintenance of Planning & Environment tracking systems.

September 2026 – Planning Officer Significant Works Summary

- Continued administration and coordination of a high volume of statutory planning matters, including planning certificate processing, planning enquiries and customer advice.
- Progressed Crown Land and strategic planning projects, including Plan of Management administration, Native Title related matters, Crown Lands correspondence and reserve management activities.

- Provided support for development assessment and planning processes, including planning research, preliminary assessment work, legislative reviews, referrals and planning advice.
- Maintained Planning & Environment business systems, trackers, document management records and reporting systems to support service delivery and regulatory compliance.
- Coordinated customer enquiries, stakeholder requests and property-related information requests across planning, environmental health and building functions.
- Continued work associated with strategic planning initiatives including housing strategy, settlement strategy, Crown land projects and regional planning matters.
- Supported reporting, performance monitoring, administration, workflow management and divisional coordination activities across the Planning & Environment team.

Planning Administration – Service Metrics



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

Core Activity Description September Allocation

- Statutory Planning Administration Planning certificates, planning enquiries, property searches, customer responses, records management and planning portal administration. 35%
- Development Assessment Support DA administration, referrals, planning research, legislative review, assessment support and applicant liaison. 20%
- Strategic Planning & Crown Land Plans of Management, Crown Land liaison, Native Title matters, Housing Strategy and strategic planning projects. 20%
- Customer Service & Stakeholder Liaison Customer enquiries, information requests, interagency liaison and coordination across Council departments. 10%
- Business Systems, Records & Compliance CM/HPECM management, tracker maintenance, reporting, document management and workflow administration. 10%
- Administration, Reporting & Team Support Weekly reporting, monthly reporting, KPI reporting, meeting coordination and team administration. 5%

Strategic Planning – Business as Usual

Strategic Projects & Planning activities during September 2026 focused on progressing priority initiatives that support housing supply, community growth, infrastructure planning and long-term place-making outcomes across the Shire. Priority attention was directed towards completion of the Cemetery Master Plan and the early release of additional cemetery lots to address immediate and future community needs. Work also continued on Council's Housing Strategy and associated Housing Strategy Implementation Program, with a focus on identifying, assessing and progressing priority housing opportunities that will increase housing availability and support workforce attraction and retention. Progress was also made on the Swimming Pool and Aquatic Facilities Scoping Study and the Caravan Park Plan of Management, supporting Council's broader objectives of population growth, community liveability and strategic asset planning.

Key Projects

- Cemetery Master Plan - Continued development of the Cemetery Master Plan, including planning for the early release of additional cemetery lots to address current demand and future capacity requirements.
- Housing Strategy - Progression of Council's Housing Strategy to establish a long-term framework for housing growth, workforce attraction, population retention and sustainable community development. This includes assessment of strategic housing development opportunities, existing accommodation assets, strategic land opportunities and other potential development sites capable of contributing to future housing supply.
- Housing Strategy Implementation Program - Continued development of the implementation program, including investigation of feasibility, costs, timing, delivery models and implementation pathways for priority housing initiatives. This includes progression of the Theatre Royal adaptive reuse project and assessment of next-stage development opportunities as part of Council's broader housing delivery objectives.
- Swimming Pool and Aquatic Facilities Scoping Study - Progressed preliminary investigations and project scoping to inform future investment decisions and long-term planning for aquatic and recreation infrastructure.
- Caravan Park Plan of Management - Continued preparation of the Plan of Management to guide future utilisation, investment, management and development opportunities for the site.

Strategic Planning – Service Metrics

Housing Strategy (DP 4.2.1.1)

Metric: Delivery of a comprehensive and current Shire-wide Housing Strategy during 2026/27.

Status: On Schedule.

Performance: Project milestones are broadly consistent with the adopted 2026/27 Delivery Program.

Housing Strategy Implementation Program (DP 4.2.1.6)

Metric: Progress implementation planning for Housing Strategy recommendations and priority housing projects.

Status: On Schedule.

Performance: Scoping of feasibility assessments and implementation planning activities has commenced in parallel with strategy development, supporting future delivery of identified housing initiatives.

Housing Supply and Diversity (DP 3.6.1.1)

Metric: Support increased and diverse housing supply opportunities across the Shire.

Status: On Schedule.

Performance: Strategic housing opportunities continue to be identified and assessed through the Housing Strategy and Housing Strategy Implementation Program.

Cemetery Master Plan

Metric: Progress development of the Cemetery Master Plan and future capacity planning.

Status: On Schedule.

Performance: Master planning scoping is progressing but is subordinated to the early release of additional lots.



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Early Release of Cemetery Lots

Metric: Increase cemetery lot availability to meet current and future demand.

Status: On Schedule.

Performance: Planning and investigation activities have commenced and remain consistent with project priorities.

Swimming Pool and Aquatic Facilities Scoping Study (DP 1.1.2.7)

Metric: Complete feasibility and scoping investigations for future aquatic facility investment.

Status: On Schedule.

Performance: Background project scoping activities are progressing but are subordinate to other strategic project priorities.

Caravan Park Plan of Management

Metric: Progress development of a contemporary Plan of Management for the Caravan Park.

Status: On Schedule.

Performance: Project activities are progressing in accordance with the required PoM methodology as per state government.

Public Order & Safety

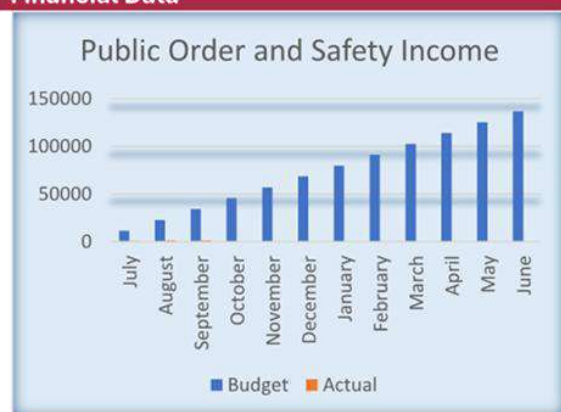
Bio-Security Officer

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.

Financial Data



Financial Summary

Income is low as the major component of this income is the fire levy that comes in one bulk payment.

Expenditure is within budget limits.

Bio Security – Operational Update

1. Priority Weed Surveillance and Inspections

- Continued priority weed surveillance and control across the Shire, including Wheel Cactus control along the Sturt Highway and surveillance at Sunnyside Station.
- Undertook Western Loop, Mungo Loop and Boat Ramp priority weed surveillance.
- Completed follow-up inspection at Chibnalwood Station, with good results recorded from previous chemical control of Rope Pear.

2. Fierce Thorn Apple Management, Meilman Road

- Completed site preparation and firebreak works for the Fierce Thorn Apple control program.
- Successfully completed the planned controlled burn on 17 September 2026.

3. Cactus and Priority Weed Control

- Continued Wheel Cactus surveillance, manual control and disposal.
- Progressed Bunny Ears Cactus control at McCabe Street, including removal, carting and burial of cactus material.
- Undertook Wheel Cactus and Riverina Pear surveillance and manual control.

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- Undertook Paterson's Curse control along the Balranald levee bank.
- 4. Giant Reed Management
 - Progressed Giant Reed management at Lake Benanee, including chemical procurement and follow-up chemical treatment of the identified infestation.
- 5. General Shire Weed Management
 - Undertook general weed inspection and control activities at 73 Market Street, the Old SES Yard and the Balranald concrete stockpile.
 - Completed associated yard and chemical-shed maintenance activities.
- 6. Compliance, Reporting and WHS
 - Reviewed and updated outstanding MSDS/SDS documentation.
 - Progressed weed risk assessments, BIS-related activities, weekly reporting and management catch-ups.
 - Progressed investigation into positioning of the spray unit on the Biosecurity vehicle.
- 7. Activity and Time Allocation
 - WAP activities: 128.5 hours
 - Shire activities: 23.0 hours
 - Total classified operational activity: 151.5 hours
 - WAP: 84.8%
 - Shire: 15.2%
 - The substantial majority of classified Biosecurity Officer operational activity during September was directed toward WAP program delivery.



Figure 37 Weed inspections

Bio Security – Service Metrics

Ranger – Operational Update

- Euston and Balranald patrols.
- Travel between Euston and Balranald.
- Illegal dumping investigation follow up.
- Abandoned and stray dog investigations at River Street.
- Weekly Catch Up preparation and meeting attendance.
- Planning and Environment weekly check-in.
- Microchipping accreditation activities and customer enquiries.
- MOR, monthly activity summary and performance reporting.



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Ranger – Service Metrics

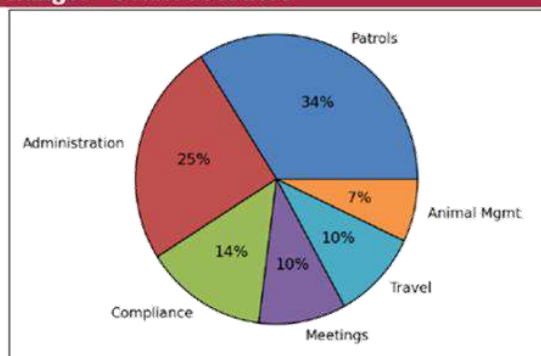


Figure 38 Ranger metrics

Swimming Pool

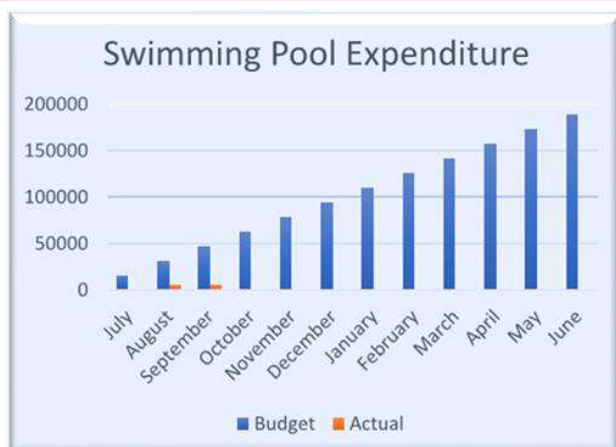
Swimming Pool Supervisor

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.

Financial Data



Financial Summary

Due to seasonal nature of the pool, expenditure is just starting to be recorded and will continue now through the summer months.

Municipal Swimming Pool – Operational Update

- New roof on the Mens Bathroom
- Painting of the pools 14th - 18th September
- Paint setting 18th Sept - 5th October
- Started filling pools - 5th October
- Onboarding HR / WHS Induction and Staff Meeting 7th October
- Roll out of Rosters for the start of Season
- Advertising of opening hours on social media
- New signage around the facility





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Figure 39 Swimming Pool works updates

Municipal Swimming Pool – Service Metrics

Works in Progress

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			
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: - Council seeks grant funding to create an off-leash dog park adjacent to the Lions Park new Playground; - Council seeks grant funding to seek designs and paint for the creation of a mural on the Balranald water Towers. - 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; - Council investigates, removes and replaces the dead trees in Market Street, between River and We Street, Balranald - 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 - Review the signage at the river regarding "No Caravans" – Cally Street and We Street.			
CARRIED			
Council 19/08/2025	Brady-Overington, n, 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: - 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. - Allocate \$35,000 from the Infrastructure Reserve for the purchase of the necessary furnishings. - Investigate the acquisition of land and the construction of a range of staff accommodation similar to the recent development at the Balranald MPS. - Staff develop a Hybrid Workers Accommodation Policy.			
CARRIED			
09 Sep 2025 5:27pm Bascomb, Peter			



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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.			
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			
Council 9/15/2026	Brady-Overington, Cathy Ranjit, Raju	Item 10.14 Admit Recommendation	Item 10.15 DA 17/2026 - Section 4.6 Variation - Dwelling on Riverfront Area - 41 Cole Street, Euston
RESOLUTION 2026/224			
Moved: Cr Iain Lindsay-Field			
Seconded: Cr Phillip Pippin			
That the late item 10.14 DA 17/2026 - Section 4.6 Variation - Dwelling on Riverfront Area - 41 Cole Street Euston be admitted to the agenda.			
CARRIED			
23 Sep 2026 5:32pm Holmes, Carol			
10.15 DA 17/2026 - SECTION 4.6 VARIATION - DWELLING ON RIVERFRONT AREA - 41 COLE STREET EUSTON, RESOLUTION 2026/225, Moved: Deputy Mayor Dwaine Scott, Seconded: Cr Alison Linnett, Based upon the findings of this Peer Review the original recommendation, reproduced below, for Approval is supported subject to the inclusion of an additional condition, the purpose of which shall be discussed in detail in this Report. , , Condition 2a Variation of the Approved Plans: , Any plans prepared for a Construction Certificate shall be amended to , a. delete any reference to Jetty on the development plans; and , b. The proposed ensuite to the main bedroom shall be re-orientated to run parallel to the south-eastern wall of the garage and provide a minimum building setback to the riverbank ridge of 4 metres. Or , c. The building orientation shall be pivoted so the ensuite is 3.75m offset from the High Bank Ridge , Recommendation , That: , 1. Development Application 17/2026 for the demolition of			



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

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), In Favour: Crs Louie Zaffina, Dwaine Scott, Leigh Byron, Iain Lindsay-Field, Alison Linnett, Tracy O'Halloran, Phillip Pippin and German Ugarte, Against: Nil, CARRIED 8/0, CARRIED, PURPOSE OF REPORT, This Report is a PEER REVIEW of the original report submitted to Council on 18th August, 2026 which was deferred to enable a Peer Review to be undertaken. The scope of this Report is to review the Applicants submission, legislative requirements, the original Council report documentation and the proposed conditions of consent.

Council 5/26/2026	Brady-Overington, Cathy Ranjit, Raju	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
30 Sep 2026 4:18pm Holmes, Carol - Reallocation			
Action reassigned to Brady-Overington, Cathy by Holmes, Carol - Cathy being the Manager of Planning & Environment			

Part E: Executive Summary

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

Planning & Environment

Planning & Environment continued to make solid progress across both strategic and operational priorities during September 2026. Key achievements included advancing Council's Housing Strategy and associated implementation planning, progressing the Caravan Park Plan of Management through the public exhibition process, strengthening strategic planning capability through the engagement of additional consultant resources, and maintaining the delivery of statutory planning, environmental health, biosecurity and regulatory services. The team also completed key compliance obligations, advanced investigations into future community infrastructure and master planning projects, and continued supporting sustainable growth, environmental management and community wellbeing across the Shire.

Celebrations

- Progression of Council's Housing Strategy and implementation planning, supporting long-term housing and growth outcomes for the Shire.
- Successful engagement and commencement of additional strategic planning expertise to strengthen project delivery capacity.

- Advancement of the Caravan Park Plan of Management through Council endorsement and public exhibition.
- Completion of annual EPA waste reporting requirements and ongoing environmental compliance obligations.
- Continued delivery of statutory planning, development assessment and certification services across the reporting period.
- Ongoing collaboration with regional partners on biosecurity and invasive species management initiatives.
- Delivery of ranger, environmental health and regulatory services across Balranald and Euston communities.
- Progression of strategic investigations relating to swimming pool renewal, cemetery planning and community infrastructure projects.
- Continued support for sustainable development, environmental stewardship and community wellbeing outcomes across the Shire.
- Maintenance of essential regulatory and compliance functions while progressing a number of strategic planning and community infrastructure priorities.





Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

TECHNICAL & PROJECTS

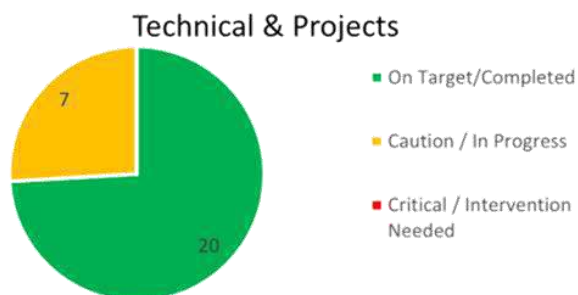
Part A: Executive/Management Accountabilities

Manager Technical & Project Services

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.

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



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

PILLAR 1: Our Lifestyle

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
1.1.1.3	Median strips Garreffa Parade, Euston to be undertaken in conjunction with the Garreffa Park development	MTPS	X		X		😊

Current Efforts (expenditure/projects)

- Installed sprinkler system in 2025/26
- Awaiting feedback from community on play equipment
- The sprinkler system and lawn establishment works have now been completed
- Team is in process to advertise for RFQ for supply and install play equipment in the Garreffa Park

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	😬
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Current Efforts (expenditure/projects)

- 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
- Continue to work with Advisory Committees to prioritise and complete beautification activities
- Improvements in Community Satisfaction ratings specific to beautification and cleanliness

1.1.2.1	Anderson Park, Euston Create a family friendly, accessible space with amenities including shade, seating and toilets	MTPS	X	X			😊
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Current Efforts (expenditure/projects)

- Contract has been awarded
- Works to commence from 20 July 2026, Concrete slab completed, Shade completed
- As of 3rd September 2026, Toilet construction is in progress and will be completed by end of Nov 2026
- Construction of New toilet completed except solar lights

1.1.2.2	Playground Development Garreffa Place/Tayla Court, Euston	MTPS		X	X		😬
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Current Efforts (expenditure/projects)

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

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

- Ongoing activity via the Local Emergency Management Committee
- Local Emergency Management Committee obligations met

PILLAR 3: Our Economy

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
3.4.3.3	Upgrades to the Public Camping Ground at Lake Benanee (3 stage proposal)	MTPS		X	X		😊

Current Efforts (expenditure/projects)

- 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
- Agreement signed and physical works starts from mid of October 2026

3.4.4.4	Improved River Access through the installation of pontoons/wharf in Balranald (caravan park) Euston & Kyalite	MTPS		X	X	X	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Contract has been awarded
- River access (installation of pontoons) in process, REF approved
- Contract has been awarded and reviewing the shop drawings.

PILLAR 4: Our Infrastructure

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
4.1.1.1	Develop a comprehensive Asset Management Plan which clearly states all expected services levels (including subplans in Flood, Footpaths, Waste, Roads, Buildings and Recreational spaces etc) which	MTPS	X	X	X	X	😊

Current Efforts (expenditure/projects)

- 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
- Draft AMP for road completed, Assessment for Road and Kerb/gutter are in progress

4.1.2.1	Develop Footpaths Strategy within the Asset Management Plan	MTPS		X	X	X	😊
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Footpath strategy preparation in progress
- AMP for footpath is in progress

4.1.3.1	Develop Integrated Water Cycle Management Strategy (IWCMS) for Balranald and Euston	MTPS	X	X	X	X	😊
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Current Efforts (expenditure/projects)

- 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	😬
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Monitoring is ongoing

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			😬
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Current Efforts (expenditure/projects)

- To be investigated
- Meeting in progress

Technical & Project 😊 On Target/Completed 😬 Caution/In Progress 🚫 Critical/Intervention Needed

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4.1.4.1	Continue to support a rural addressing model that meets the needs of our communities	MTPS	X	X					🟡
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Current Efforts (expenditure/projects)

- Layer has been added into Council's mapping system, Pozi
- Ongoing validation and consultation with external councils
- Working with GIS consultant

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				🟢
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- Investigation in progress
- Assessment 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			🟡
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Current Efforts (expenditure/projects)

- 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
- Discussions with Transport NSW in progress

PILLAR 5: Our Environment

Action Code	Action as an outcome	Resp	25-26	26-27	27-28	28-29	
5.2.1.2	Council's strategic planning for services and infrastructure incorporates climate change principles and extreme weather events risk management, including flood mitigation and management plans	MTPS	X	X	X	X	🟢

Current Efforts (expenditure/projects)

- 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.
- Flood study for Balranald and Euston are in progress

5.2.1.4	Enable and promote active transport through providing high quality and networked footpaths (as outlined in Strategies 4.1.1 and 4.1.2)	MTPS	X	X	X	X	🟢
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Current Efforts (expenditure/projects)

- 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
- Succeeded to secure to construct a footpath from school to Recreation park in 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	🟢
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Current Efforts (expenditure/projects)

- Not due for commencement until 2026/27
- In process
- Discussion in RAMJO in progress

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	🟡
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Current Efforts (expenditure/projects)

- 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
- Discussion in RAMJO in progress

Technical & Project



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

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.

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

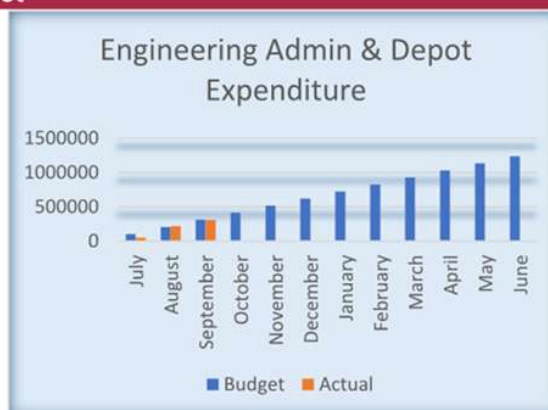
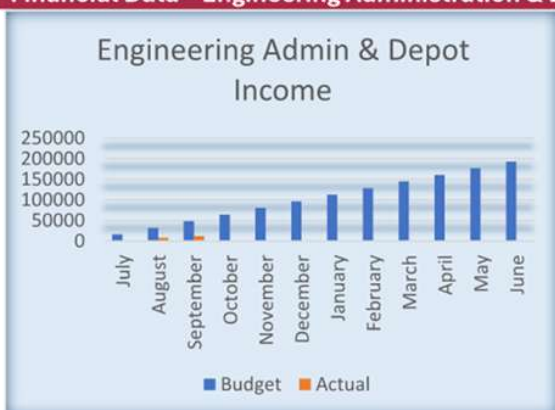
The Mechanic provides specialist mechanical services to support the safe, reliable, and cost-effective operation of the Council's fleet, plant, and mechanical assets.

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.

Technical & Project Services

Financial Data – Engineering Administration & Depot



Financial Summary

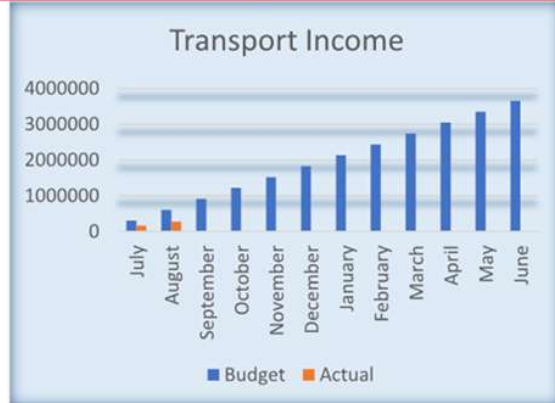
Income is a low due to payments made in this area will be made in bulk payments at certain times throughout the year
Expenditure is on track





Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

Financial Data – Transport, Roads & Urban Drainage



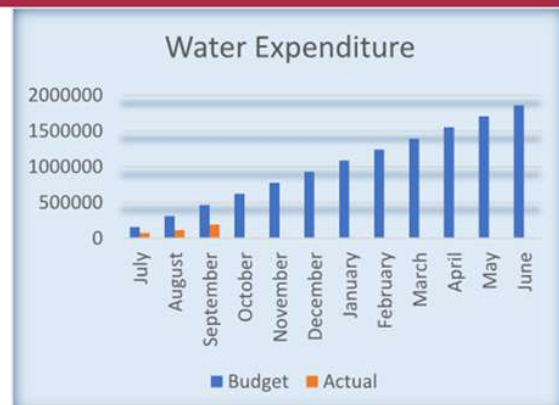
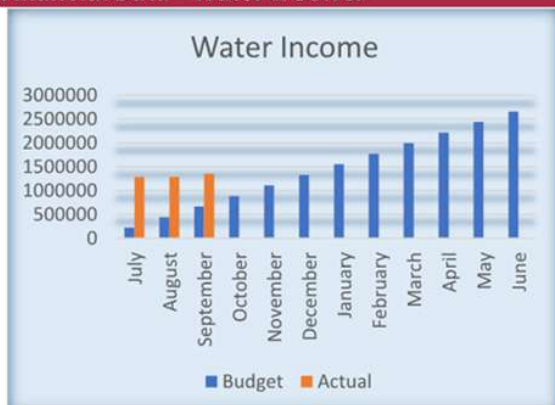
Financial Summary

Income is a low due to payments made in this area will be made in bulk payments at certain times throughout the year

Expenditure is low due to works being contracted in other areas that are included in the Engineering Admin graph

Capital expenditure is low at present, however as you can imagine once a project begins the expenditure is in large chunks. Some large projects will soon commence.

Financial Data – Water & Sewer



Technical & Project



On Target/Completed



Caution/In Progress

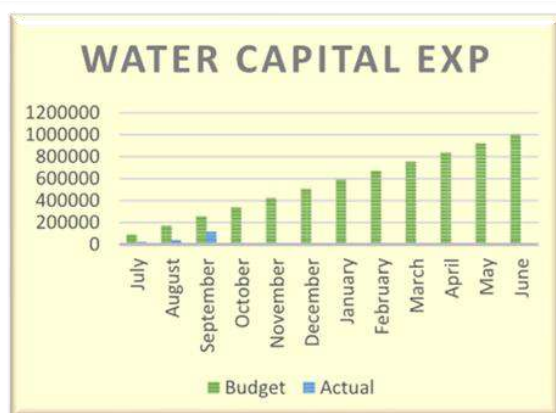
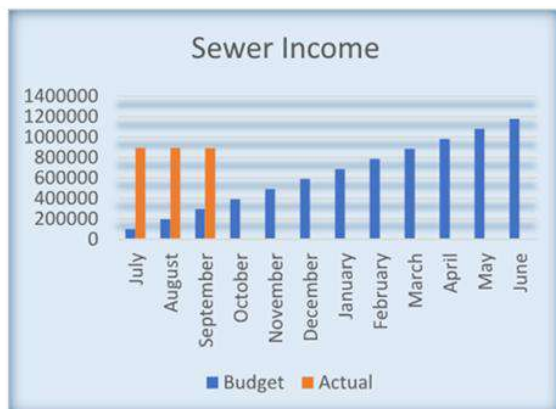


Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project



Financial Summary

Water and Sewer Income are high due to rates levy being raised in full and show as income.
Expenditure in both Water and Sewer are low at this point in time.
Water Capital is underway now and work is picking up pace.
Sewer Capita is well underway and therefore showing over budget at this stage.

Financial Data – Waste Management



Financial Summary

Waste Management Income is high due to levy being raised and total income is showing.
Expenditure is within budget limits.

Technical & Project On Target/Completed Caution/In Progress Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

Technical & Project Services – Operational Update

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

- Project Management of the Bidgee Haven 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 Submitted Local Water Utilities) Performance reporting 2025-2026 to DCCEEW (Department of Climate Change, Energy, the Environment and Water)
- Attended various meetings
- Smart Water Meter Project

Progress report on Euston Smart Water Meter installation project

1. 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.

2. Customer

- 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.
- Customer communications sent
- Customer portal testing completed.

3. Business Processes

- 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.

4. Next Steps

- BSC to update the new meter details in Practical

5. Smart Meters

- All Q400 meters delivered.
- Six (6) mechanical meters and thirteen (13) NB3D devices delivered.
- The site survey has been completed, confirming that infrastructure conditions are suitable to proceed with meter replacement.
- 480 x 20mm (85.64%) & 20 x 25mm (65.95%) meters have been replaced to date. Total is 500 out of 529

Bidgee Haven Project

1. 6 Bed Extension

- Preliminaries - 40 %
- Site Prep And Civil - 95%
- Timber Construction -80 %
- Structural Steel - 100 %
- Roofing -90 %
- Aluminium Windows & Doors -30 %
- Timber Doors & Frames -15 %
- Ceiling Linings - 15 %
- Plumbing And Drainage - 20 %
- Electrical 20%

2. Fire Plant Area

- Concreteworks - 100%
- Electrical - 20%
- Fire Services - 40%

3. Dining Extension

- Preliminaries 20%
- Site Prep/Civil Works 100%

4. Laundry And Pan

- Preliminaries 20%
- Site Prep And Civil 100%
- Demolition 50%

Number of Persons (tradies) on site = 24

All the Request for Information (RFI) (20) resolved

Anderson Park New Toilets - Euston NSW 27378

- Completed and in operational.
- This facility provides services for male and female. Both has accessible parents change room fitted with a baby change table.

Core Activity	Description of works	Project completion (%)	Status
New Toilet	Supply and installation of pre fabricated toilet block at Anderson park, Euston	100%	Operational
	Supply and installation of two solar lights	0%	will be installed on 22/10/2026

Technical & Project



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project



Figure 40 Bidgee Haven Extension Works



Figure 41 Anderson Park Toilets

Technical & Project Services – Service Metrics

Date	Meeting	Location
1	Project Manager Interview Assessment	Board Room
1	Apprentice Mechanic	Meeting room
2	Engineering Meeting Take 2	Board room
2	Waste Group Combined Councils Meeting (Online)	Board room
2	Theatre Royal – Pigeon Issues	Meeting room
2	Catch up meeting with CEO	CEO's office
3	Shared Footpath Tender Documentation	Site
3	Town Amenities Meeting	Euston Depot
4	Customer Engagement Stream – Smart Water Meter Project	MS Team
7	Executive / Managers Catch-Up	Boar room
7	AGRN Funded Projects	Meeting room
8	Benane Road Construction Agreement	MS Team
8	ESI / Council Team Catch-Up	Board room
9	Pre-Tender Meeting – Shared Footpath Project	Site
9	Speed signs for Euston (Taylor and Bertram Street)	Site
9	Regional Transport Strategy Briefing	MS team
9	CEO Catch-Up	CEO's office
10	Benane Road Project	Depot office
10	Ben Scott Memorial Trial project site visit	Site
10	Smarty Grants reporting	Depot
10	Bidge Haven Project meeting	Meeting room and site
10	Tender document (shared footpath) revision	
11	Market Street/ Sturt Highway intersection water utilities meeting	Site
11	Bidge Haven Project meeting	MS Team
14	Executive / Managers Catch-Up	Board room
14	AGRN Funded Projects	Board room
15	Ben Scott Memorial Bird Trial Project	Site
15	Council workshop	Board room
15	Council meeting	Board room
16	Bidge Haven Project meeting	Site
16	Council briefing meeting	Depot
16	Meeting - Bidgee Haven manager	Hostel
16	Catch up with CEO	CEO's office
17	RAMJO Waste Group	MS Team
18	Smart Water Meter Project Meeting	MS Team

Technical & Project



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Balranald Shire Council Monthly Operational Report – September 2026 Technical & Project

23	Tender evaluation meeting	Depot
23	Euston Smart water meter Project	Meeting room
24	156 Church street inspection – Termite damaged bathroom upgrade project	Site
25	Bidgee Haven Hostel project - weekly meeting	Meeting room and site
25	Shire Entry signs	Depot office
28	Executive / Managers Catch-Up	Board room
28	David Farley is flying a Regional Aviation expert into Balranald - there's an envelope....	Board Room
28	Capital projects (Funded and Council's own source)	Board room
28	Balranald Shire Council – Ranger Contracts and Upcoming Works	Board room
29	RTM variation and shire entry sign location	CEO's office
29	Workshop/Presentation - Terrapave	Board room
29	Balranald & Euston Food Studies - Fortnightly Catch-Up	MS Team
30	Advanced Operating System - water treatment plant (AOS) site meeting with Department	Euston Water Treatment plant

Part D: Actions Register

Meeting	Officer/Dir ector	Section	Subject
Council 21/07/2026	Ranjit, Raju	Part A - Chief Executive Officer's Reports	Pedestrian Crossing - We Street - Adjacent to Balranald Library
Suspension of Standing Orders			
Moved: Deputy Mayor Dwaine Scott			
Seconded: Cr Alison Linnett			
A motion was moved that Council suspend standing orders.			

Part E: Executive Summary

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

- Anderson Park public facility completed .
 - Council identified the need to install a new toilet block to improve community infrastructure and service provision. The original tender submission for the supply and installation of the facility was \$106,875 (excluding GST), which exceeded the approved project budget of \$80,000.
 - To achieve the project objectives within the available funding, Council adopted an alternative delivery model by separating the procurement and installation components. The toilet block was purchased directly from the supplier, while installation works were undertaken using Council resources.
 - This approach reduced the total project cost to approximately \$65,000, resulting in a saving of \$15,000 against the allocated budget. The project was completed within scope and budget, delivering a cost-effective outcome while maintaining the required functionality and quality standards.
 - The successful delivery of the project demonstrates Council's commitment to prudent financial management, value-for-money procurement, and the effective utilisation of internal resources.
 - Project Outcome**
 - ✓ Project completed within approved budget.
 - ✓ Budget saving of \$15,000 achieved.
 - ✓ Total cost was \$41,875 lower than the original tendered amount.
 - ✓ Required project outcomes and service objectives were successfully delivered.
- Benane Road Reconstruction project agreement finalised.
- Transport NSW approved the locations and design of the Shire Entry Signs.
- Tender for Shared concrete footpath completed.
- Engineering Section Depot relocated.
- The Local Water Utilities Performance Annual Report was submitted within the required reporting timeframe.
- 77 Smart water meters installed.
- The roof, firefighting water tank, and steel works for the Bidgee Haven Aged Care Expansion Project were completed.

Asset section:

- Purchase of four new tractors finalised
- Maps of Euston sewer line completed
- Aerodrome and drone training with AVCRM for legislation

Technical & Project



On Target/Completed



Caution/In Progress



Critical/Intervention Needed

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Chief Executive Officer

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

Senior Executive Assistant

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

Executive Assistant

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

WHS & Risk Officer

SBPO	Accountability	SBPO	Accountability
O	Coordinate Council's compliance with the WHS Act	O	Support risk assessment for major initiatives, capital projects, & service changes
O	Support Council officers to discharge their due diligence obligations as officers under the Act	O	Ensure risk information is escalated appropriately and reported transparently

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

Works Superintendent

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

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

General Equipment Operator

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

Water & Sewer Coordinator

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

Water & Sewer Operator

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

Water & Sewer Trainee

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

Town Maintenance Overseer

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

Town Maintenance Officers

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

Horticulture Apprentice

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

Executive Manager Community & Governance

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

BIDGEE HAVEN**Facility Nurse Manager – Bidgee Haven**

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

Administration Officer

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

Registered Nurses

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

Activities Coordinator

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

Catering Officer

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

Housekeeper

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

Personal Care Assistants & Carers

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

CARAVAN PARK

Caravan Park Coordinator

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

Reservations Officer

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

Housekeepers

SBPO	Accountability	SBPO	Accountability
O	Perform daily cleaning and upkeep of Caravan Park	O	Comply with Council's Work Health & Safety policies
O	Ensure high standard of cleanliness and hygiene	O	Use cleaning chemicals, equipment, and PPE safely and as instructed
O	Assist with peak-period turnover of accommodation	O	Identify and report hazards, incidents, or unsafe conditions
O	Provide courteous, respectful, and helpful interactions with guests, staff, and visitors	O	Participate in training programs
O	Asset Care, Maintenance and Presentation	O	Contribute positively to team activities

O	Assist with maintaining high standards of organisation and presentation	O	Maintain confidentiality
O	Contribute to a safe, tidy, and welcoming Park environment	O	Undertake other duties within the scope of skills, competence, and training as directed

ECONOMIC DEVELOPMENT/ TOURISM & COMMUNITY

Community Projects, Tourism / Economic Development & Grants Coordinator

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

Tourist Information Centre Officer

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

Project Officer

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

GOVERNANCE – HUMAN RESOURCES, RECORDS MANAGEMENT & INFORMATION TECHNOLOGY

Human Resources

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

Records Management & Information Technology

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		

LIBRARY

Librarian

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

FINANCE

Chief Finance Officer

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

Creditors & Payroll Officer

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

Customer Service Officers

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

Rates & Debtors Officer

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

Senior Finance Officer

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

Stores & Depot Security Officer

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

Administration Trainee

SBPO	Accountability	SBPO	Accountability
O	Support bank reconciliation processes, data entry, and filing	O	Assist with payroll administration tasks under direction
O	Assist with preparation of journals, work papers, and reconciliations as directed	O	Support maintenance of personnel records and leave data

O	Support processing of invoices, receipts, and account queries	O	Learn payroll compliance, award interpretation, and confidentiality obligations
O	Learn debt recovery processes and internal control requirements		

PLANNING & ENVIRONMENT

Manager Planning & Environment

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		

Health, Environment & Development Coordinator (Health, Building & Town Planning)

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

Building Maintenance Officer (Health, Building & Town Planning)

SBPO	Accountability	SBPO	Accountability
O	Coordinate routine and reactive maintenance of Council buildings	O	Ensure contractors comply with WHS requirements, SWMS, inductions, and site safety protocols
O	Undertake minor maintenance and repair works where appropriate	O	Support inspections, audits, and compliance reporting as required
O	Ensure Council buildings are maintained	O	Identify and document building condition issues, defects, and emerging risks
O	Organise, engage, and supervise external contractors and tradespeople	O	Maintain maintenance records, defect logs, and contractor documentation

O	Coordinate access, scopes of work, safety requirements, and completion inspections	O	Escalate material defects or asset risks through appropriate reporting channels
O	Monitor contractor performance	O	Act as the primary point of contact regarding building maintenance issues
O	Escalate poor performance, defects, or risks to the Manager	O	Manage allocated maintenance budgets and purchase orders
O	Support compliance with relevant legislation, standards, and codes, including building safety, fire safety, accessibility, and WHS requirements	O	Assist with tracking expenditure
O	Identify and report building-related hazards, defects, and safety risks	O	Support grant-funded or insurance-related building works as required

Planning Officer

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

Planning Trainee

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

Bio-Security Officer (Public Order & Safety)

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

Ranger (Public Order & Safety)

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

Swimming Pool Supervisor (Swimming Pool)

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

Swimming Pool Attendants (Seasonal)

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

Manager Technical & Project Services

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 Acquittals
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		

Infrastructure Coordinator (Technical & Project Services)

SBPO	Accountability	SBPO	Accountability
B	Technical Advisory and Engineering Support	O	Road to Recovery Program
P	Traffic Committee and Road Safety Governance	O	Aerodrome
P	Plant, Fleet and Engineering Asset Coordination	O	Engineering Trainees and Capability Development
P	Project Office Delivery	O	Provide technical supervision and mentoring
P	Boat Ramps	O	Technical Investigations and Risk Support

P	Bridge Capital Works	O	Assist in root-cause analysis and development of corrective actions
P	Levee Banks	O	Ensure technical risks are documented and escalated through appropriate governance frameworks
P	Stormwater Infrastructure	O	Data, Systems and Documentation
P	Potable Water Infrastructure	O	Contribute to GIS, asset systems, and engineering documentation standards
P	Stormwater Pipe and Pump Network	O	Reporting and Governance Support
O	Infrastructure Grant and Acquittals	O	Support ARIC and audit processes

Assets Officer (Technical & Project Services)

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		

Engineering Trainee (Technical & Project Services)

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

Design Engineer (Technical & Project Services)

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

Mechanic (Technical & Project Services)

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

Apprentice Mechanic (Technical & Project Services)

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



BSC GRANTS PROJECTS UPDATE

As @ 06-10-2026

- Roads Grant Projects - Current & Pending
- Infrastructure Grant Projects - Current & Pending
- Non Capital Grant Projects - Current & Pending
- Applications in Progress of being submitted
- **Proposed Projects for Grant Funding**



BSC Grants Projects Update as at: 06-10-2026



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Refer to **yellow shaded** sections on pages 22, 24, 25, 26, 27 & 29

BSC Grants Projects Update as at: 06-10-2026



REPORT HIGHLIGHTS

Completed Projects that have been taken off this Report from the last report:

- Not applicable this month

Successful Applications from last report:

- NSW Seniors Festival Grant Program 2027

New Application/s submitted since last report:

- National Australia Day Council for Australia Day events 2027

Grants acquitted this report:

- Not Applicable this month

Applications in progress of being submitted:

- Not applicable this month

Proposed projects for grant funding – Status Update:

- Refer to the **yellow shaded** sections for updates on pages **22, 24, 25, 26, 27 & 29**

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



1. ROADS GRANT PROJECTS

1a. Current Projects

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Roads to Recovery (RTR / R2R) 2024-2029 Department of Infrastructure, Transport, Regional Development, Communications & the Arts Expected End date: 2029	For rural and local roads	TOTAL Allocation \$7,329,726	2024/2025 Year		
	Works for 2024/2025 Year	Planned Expenditure for 2024-2025: \$1,465,945			
	1. Shailer Terrace, Euston - Reinstate kerb & gutter	1. \$150,000.00	1. Completed	100	100
	2. Marma Box Creek Road - Seal construction 3.9km	2. \$1,315,945.00	2. Completed	100	100
	RTR Work Schedule for 2025 -2026:	Funding Received 2024/25: \$1,642,639			
	1. Wooranbarra Corrong- Road level Raised/Re-sheeted for 4km	Total Planned Expenditure for 2025-2026: \$1,136,306			
	2. Marma Box Creek - Maintenance Grade	Funding Received 2025/2026: \$152,456	1. Completed	100	100
	3. Churchill Road – Resheet & Maintenance Grade	1. \$150,313	2. Completed	100	100
	4. Euston Prungle/Prungle Marma- Maintenance Grade	2. \$129,700	3. Completed	100	100
	5. Hatfield The Vale – Maintenance Upgrade	3. \$27,289	4. Completed	100	100
	6. Turlee Leaghur – Maintenance Grade	4. \$210,438	5. Completed	100	100
	7. Marma Box Creek – Resheet and Build Up low section	5. \$157,400	6. Completed	100	100
	8. Abbots Tank – Resheet & Build Up Low Section	6. \$172,966	7. Completed	100	100
	RTR Work Schedule 2026-27 →	7. \$199,930	8. Completed	100	100
		8. \$60,576			

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Roads to Recovery (RTR / R2R) 2024-2029 Department of Infrastructure, Transport, Regional Development, Communications & the Arts Expected End date: 2029	cont... RTR Work Schedule 2026-27 1. Marma Box Creek – Maintenance Grade 2. Prungle Mail – Maintenance Grade 3. Tillara – Raising Low Points and Patrol Grade 4. Oxley Clare – Maintenance Grade 5. Euston Prungle Reseal 2km – Second Coat 6. Weimby Kyalite – Maintenance Grade 7. Weimby Benongal – Maintenance Grade 8. Tapalin Mail – Emergency Maintenance Grade	Total Planned Expenditure: \$ 643,078 Funding Received to Date: \$ Nil 1. \$120,000 2. \$58,940 3. \$127,000 4. \$83,000 5. \$35,000 6. \$30,000 7. \$30,000 8. \$48,500	1. Completed 2. Planning 3. Planning 4. In Progress 5. Not Started 6. Completed 7. Completed 8. Completed	100 0 0 100 0 100 100 100	100 0 0 100 0 100 100 100

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Transport for NSW – Road Safety Program 2023/24 to 2025/26 Transport for NSW - Commonwealth Government Expected End Date: June 2026	1. Ivanhoe Road Shoulder Widening and Edge Line marking for 3.68km (Hatfield) – Project 9277	Total Planned Expenditure \$ 5,843,000 Funding Received: \$2,461,500	1. Completed	100	100
	2. Ivanhoe Road Shoulder Widening and Edge Line marking for 7.87km (Homebush) – Project 9278	1. \$1,350,000.00 2. 2,763,000.00	2. Completed	100	100
	3. Shared Footpath from Endeavour Drive to BCS – Project 8872	3. \$1,730,000.00	3. Tendering Stage	1	1
Transport for NSW Transport for NSW – Regional Roads Block Grant Agreement 2026/27 Expected End Date: June 2027	Maintenance of Regional Roads only: 1. Maintenance & Construction Works (other roads)	Total Planned Expenditure: \$ 1,424,000 Funding Received to Date: \$712,000	1. In Progress	6	6
	2. MR514 – Oxley Road	1. \$1,193,000	2. Completed	100	100
	3. Mildura Ivanhoe Road	2. \$35,000 3. \$161,000 4. \$35,000	3. Not Started 4. Completed	0 100	0 100
Transport for NSW – Natural Disaster AGRN1034 Transport for NSW – Reconstruction Expected End Date: June 2026	Recovery Reconstruction works due to the November 2022 floods.	Total Planned Expenditure: \$1,279,850	1. In progress	0	0
	1. MR514 Oxley Road (first section) \$1,087,515.00 2. Island Road – Replace Damaged Culverts \$192,335.00	Funding Received to date: \$1,51,856	2. Completed	100	100

BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Disaster Ready Fund – Round 3	Increasing Resilience of 2 Flood Impacted Sections of MR514 Oxley Road	Funding: \$2,452,000 Council Contribution: \$613,000 Planned Expenditure for 2026-2027: \$3,065,00 Funding Received to date: \$24,520	In Progress	40	12
Tronox Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching) 2026-2027	Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching).	Funding Amount: \$1,000,000 Estimated Expenditure for 2026-2027: \$1,000,000 Funding Received to date: \$145,041.39	Planning	0	5
NSW Boating Infrastructure for Communities - Pontoon	New floating Pontoon to replace existing structure located at the base of the Balranald Caravan Park	Funding Amount: \$137,369.73 – Variation Approved to \$161,150 Council Contribution: \$137,369.73 – Variation approved to \$161,150 Estimated Expenditure for 2026-2027: \$322,300 Funding received to date: \$0	Detail Design	0	0

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Sealing Benanee Road, Euston. Safer Local Roads and Infrastructure Program – Round 4	Upgrade approximately 15km of Benanee Road. Works will include construction of subbase and base layers, application of bitumen seal, and installation of edge line marking's	Funding: \$4,944,000 Council Contribution: \$1,236,000 Estimated Expenditure: \$6,180,000 Funding Received: Nil	Contract Signed	0	1
MR67 Rest Areas, Balranald Ivanhoe Road Safer Local Roads and Infrastructure Program – Tranche 4	Construction of 2 Class 5 Rest Areas on MR67, Between Balranald and Ivanhoe.	Funding: \$400,000 Council Contribution: \$100,000 Estimated Expenditure: \$500,000 Funding Received: Nil	Survey & Design	0	0
Towards Zero Safer Roads Program – High Pedestrian Activity Area	Construction of Pedestrian Crossing on We Street in front of the Balranald Library.	Funding: \$153,000 Funding received: Nil	On Hold	N/A	N/A

1b. Applications Pending

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Safer Local Roads and Infrastructure Program – Tranche 5	Tapalin Mail Road 7.7km Seal Construction	Funding: \$2,824,000 Council Contribution: \$706,000	Date Submitted: 30 th April, 2026 Resubmitted/Pending	N/A	N/A

BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Get NSW Active FY 26/27	Footpath from Euston Primary School to Recreational Reserve	Funding: \$580,000	Date Submitted: 12 th December 2025 Deed received and signed by CEO	N/A	N/A
Get NSW Active FY 26/27	Balranald Active Transport Plan	Funding: \$76,000	Date Submitted: 12 th December 2025 Deed received and signed by CEO	N/A	N/A
Disaster Ready Fund Round 4	Cowper Street Euston – Cemetery Road Upgrade	Funding: \$1,220,000 Council Contribution: \$244,000	Date Submitted: 1 st July 2026 Resubmitted/Pending	N/A	N/A

BSC Grants Projects Update as at: 06-10-2026



2. INFRASTRUCTURE GRANT PROJECTS

2a. Current Projects

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Bidgee Haven Retirement Hostel Expansion Grant – Department of Health Job Code: 2620-4999-0021 General Ledger: 2620-1100-0001 CM: F19.244 Deed: D25.111060 Expected End Date: TBA	Bidgee Haven Expansion Construction - Specialised Dementia Wing	Total potential funding: \$5,922,163 (GST exclusive) Instalment 2: \$1,000,000 Instalment 3: \$1,300,000 Instalment 4: \$1,580,000 Instalment 5: \$862,163 Final Instalment: \$480,000 Funds Received to date: Milestone 1 Payment: \$500,000 – Receipt 49078	• Roof and gutter installed • Bedroom windows installed • Pressed metal jambs and doors on site and beginning to be installed • Ceilings battens • Fixtures nogged out • Main stormwater lines installed • Sewer connection completed • Fire tank and pump sheds completed • Fire tanks and pump shed installed • Dining room and laundry slab complete • Dining room and laundry slab sewer under slab complete	30	25

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Discovery Centre Redevelopment – Far West Joint Organisation Job Code: 6560-4999-0033 General Ledger: 6560-4999-0000 CM: F20.593 Expected End date: Building Works - Completed	Construction of new Pavilion at the Balranald Discovery Centre precinct	Funding for Building Works: \$950,000	Building works: Council continues to oversee the building's performance throughout the Defects Liability Period. We following up on any final works required.	100	97
		Funded by NSW Sustainable Communities Early Round - \$20,000; Tourism budget & Other funding opportunities	Internal fit-out works are progressing. We have sourced funding via the NSW Sustainable Communities (Early Round) funding for the installation of 12 wall banners promoting key shire attractions. Zoe Griffiths (local graphic designer) is to design the panels. We are also sourcing grant opportunities to deliver other internal elements including furniture & monitor. The Aboriginal Art wall is set up with wonderful local art and a Locally Made wall has also been set up with works from the Men's Shed. The fish tank is now housing the native Purple Gudgeon fishes. We are planning to house other native fishes.	N/A	N/A
		Grant Funding	External works: We are currently sourcing grant opportunities to deliver a range of external infrastructure works including lighting, signage, fixed furniture & CTV cameras	N/A	N/A

BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Stronger Country Communities Fund – Round 5 General Ledger: 4500-1145-0000 CM Box: G22/11 Expected End date: Projects 1,3,4 & 5 Completed Project 2. December 2025	1. Kyalite Memorial Park Rest Area: to include public toilets & ancillary facilities 2. Upgrade of Shire entry signage to undertake recognition of first nations lands and enhance town signage for Euston and Balranald 3. Netball Courts Resurfacing & Basketball Courts Balranald: To resurface netball courts and design and construct new basketball courts and facilities 4. Hatfield Community Hall & Precinct Upgrade: Renovations of the Hatfield Community Hall 5. Safe Fencing at the Balranald Pool: To installed approved fencing around the Balranald Pool	Funding: \$943,758 1. \$101,200 2. \$203,500 3. \$418,000 4. \$110,000 5. \$111,100	1. Completed 2. In Progress 3. Completed 4. Completed 5. Completed 2. Council's Grants Coordinator and Manager of Technical and Project Services had a meeting with TfNSW on the 27 th August to discuss proposed location of the signs and other factors. Locations of the signs have been approved by TfNSW. The foundation design is currently being reviewed by the structural engineer.	1. 100 3. 100 4. 100 5. 100 2. 20	1. 100 3. 100 4. 100 5. 100 2. 35

BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
AGRN 1034 Floods 2022 Grant Funding – Office of Local Government - Job Cost Codes: 1. Ben Scott Memorial Bird Trail Remediation Project 4686-4000-0001 2. Balranald Riverfront Precinct Remediation 4686-40001-0001 3. Euston Riverfront Precinct Remediation 4686-4002-0001 CM Box: G24/8 Expected End date: Extension received to the 30 th June 2027	1. Ben Scott Memorial Bird Trail Remediation Project	Funding: \$\$1,000,000 1. \$400,000 2. \$350,000 3. \$250,000	1. The following works has been implemented: - Demolition of existing structure (bird hide and board walk completed) - Concreate foundations for the information shelter and board walk is completed - Steel framework for the Information area on one bird is completed - Material for all the bird hides and board walk have been delivered on site	50	18
	2. Balranald Riverfront Precinct Remediation		2. Council is currently collaborating with various contractors to deliver the project's remaining components, including the design and fabrication of signage as well as the renewal of exercise equipment. The project team is ensuring final delivery remains aligned with the funding deliverables.	60	85
	3. Euston Riverfront Precinct Remediation		3. We are currently reviewing the scope a report is being prepared for Council	45	37

BSC Grants/Projects Update @ 06-10-2026

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BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
FSW Heritage & Cultural Trail Far West Joint Organisation Balranald Shire Council is the Lead Council on this project Expected Project End Date: 31-08-2026	Development of a heritage and cultural trail that links the 4 LGAs in the FW Joint Organisation. (Wentworth, Broken Hill, Central Darling & Balranald) The funding is for the signage infrastructure	Funding Value: \$1,000,000	Balranald Shire: The design and production of Balranald's new welcome, directional, and interpretive signs are fully complete. Barrier Signs has manufactured and delivered all components to the area. Council is currently in the process of organising for the signs to be installed. Project Scope and all relevant installation documentation have been prepared.	65	100
			Wentworth Shire: Following the manufacturing and delivery of all materials by Barrier Signs, the Wentworth Shire Council Outdoors Team has successfully installed the signage across the project footprint. However, Transport for NSW (TfNSW) did not approve the four proposed signs earmarked for state road corridors. In response, Council is repurposing two of these assets for installation along the local road network. The project is now complete, with all approved signage successfully deployed. Continued next page...	100	100

BSC Grants Projects Update as at: 06-10-2026



....continued from previous page

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
FSW Heritage & Cultural Trail Far West Joint Organisation Balranald Shire Council is the Lead Council on this project Expected Project End Date: 31-08-2026	Development of a heritage and cultural trail that links the 4 LGAs in the FW Joint Organisation. (Wentworth, Broken Hill, Central Darling & Balranald)	Funding Value: \$1,000,000	Broken Hill: The physical installation of the four new town entry signs is now complete, marking a key milestone for the project. Enhancing this upgrade, solar lighting systems for both the Adelaide and Sydney road signs have been fully installed and commissioned. The team is now designing interpretive signage for each of these signs as part of a variation, to be installed in November.	95	95
	The funding is for the signage infrastructure		Central Darling: The project's design phase is moving forward following CDSC's approval of Fabtec's updated sign concepts on September 2nd. Fabtec is currently creating shop drawings alongside structural and footing designs for the town entry signs, which will soon be sent to TfNSW for approval alongside artwork and GPS data. Additionally, Circul8 plans to submit final designs for four Visitor Information Centre (VIC) signs for Council review in October 2026 General: The designs for the four Visitor Information Centre (VIC) signs are being finalised, with the final version for Central Darling Shire Council (CDSC) currently in review General: Connector signs are currently being reviewed by DNSW	55	20

BSC Grants Projects Update as at: 06-10-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
NSW Public Library Infrastructure Grant 2025-26	Community Innovative Educational Technology Project	Grant Funding Value: \$61,181	Procurement Stage - Waiting to finalise technology requirements - Kid's Corner Reading tree has been purchased and erected	10	10

2b. Applications Pending

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Crown Reserve Improvement Fund 2026/27 – General Euston Recreation Ground Reserve Lighting Upgrade Project	Funding to install modern LED towers and controls, improving safety, accessibility, and usability.	Grant Funding Value: \$257,984	Date Submitted: 30 th June 2026	N/A	N/A

BSC Grants Projects Update as at: 06-10-2026



3. NON CAPITAL GRANT PROJECTS

3a. Current Projects

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Community Benefit Payments (CBP) - Office of Responsible Gambling (ORG) General Ledger: 1020-3110-0001 CM: F22.220 Expected End date: February 2027	For the delivery of Mental Health First Aid Training for Community Members as well as Gambling Education & Awareness and other Mental Health related programs (Project Managed by SCAIWAC - under the auspice of Balranald Shire Council)	Funding: \$254,292 (\$84,764 per year) Two payments of \$84,764 have been received to date	A number of mental health/ well-being related workshops continued during September August as part of the Flying High series of workshops. Further workshops and events are planned for October 2026 including the Balranald Health, Wellbeing & Support Services Expo on the 29 th October preceded by the Council Civic Reception on the 28 th October	54	54

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Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Regional Drought Resilience Program Funding Managed by Wentworth Shire Council Expected Project End Date: Extended to the 30 th November 2026	Funding to deliver a series of activities from the Drought Resilience Plan Action Plan This project is in collaboration with Wentworth Shire Council who will be managing the grant funds & reporting 1. Drought Resilient Officer 2. Community Events in Farming & Agricultural Communities 3. Mental Health First Aid Training & Related Resilience Workshops 4. Activation of a Regional Heritage & Cultural Trail 5. Business Resilience and Preparedness Program 6. Regional Road Upgrades	Project Funding Value: \$336,540 1. \$86,540.00 2. \$36,400.00 3. \$47,000.00 4. \$62,000.00 5. \$12,600.00 6. \$92,000.00	1. Wentworth Staff 2. Completed 3. Completed 4. Collateral developed were completed 5. Completed 6. Status is to be provided by Wentworth On the 30th September 2026 , the Community Project, Tourism & Economic Development Coordinator email Wentworth Council the full suite of Evidentiary documentation aligned with funded activities involving Balranald Shire Council. This was to be used for the Completion Report .	Managed by Wentworth Shire Council	Managed by Wentworth Shire Council

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Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
NSW Sustainable Communities Program Early Investment Round – BSC Project CM Box: G25/2 Expected Project End Date: 30-11-2027 Job Numbers: 1. 4705-2450-0001 2. 4705-2450-0002 3. 4705-2450-0003 4. 4705-2450-0004	To include 4 key activities: 1. Activation activities of the FSW Heritage & Cultural Trail 2. Town Entry Signs for Balranald & Euston and tourism related directional signs in Euston 3. Audio-Visual technology for the Southern Cross Exhibition 4. Upgrade of the camping site at Lake Benanee	Grant Funding Value: \$731,331 (ex GST) Council Contribution \$243,777 (ex GST) Total Expenditure: \$975,108 (ex GST) – Includes 10% Project Management & 20% Contingency 1. \$471,499 (ex GST) 2. \$156,000 (ex GST) 3. \$49,187 (ex GST) 4. \$73,422 (ex GST) Milestone 1 funding received: \$292,532.40	During the month of May we received Milestone 1 funding for the project of \$292,532.40		
			1. Activation deliverables have been outlined aligned with the grant's milestones and submitted to the contractors. The timeline of activities is currently being finalised and the soft launch of Milestone 1 deliverables will commence during October 2026	40	40
			2. Euston Town Entry Signs have been produced and installed and we are currently working on the directional/ map signs. Once the Euston signs are completed we will commence community consultation for the Balranald Town Signs	33	6
			3. Content creation is in progress and hardware planning is also in progress	30	40
			4. Education Services International Supply Group Pty Ltd (ESI) has been contracted to carry out tree trimming and vegetation management works, including slashing, within and surrounding the camping ground area. The other major works are scheduled for 14/10/2026.	0	0

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Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Euston Club Grant Category 2 2026 CM Box: G26/7	Euston Multicourt precinct works and embankment. New players' shelter and surrounding landscape upgrades requested by the Euston Club. Extended works of the Euston Club multi-purpose court project	Grant Funding Value: \$160,000	On the 24th August 2026 we received notification that we were successful with the grant application. Project Management Plan is currently being developed.	0	0
NSW Seniors Festival Grant Program 2027 – For Balranald Shire's Seniors Week	The 2027 program will include a delicious two-course luncheon featuring music, dancing, entertainment, and opportunities to win prizes. Participants will also enjoy a delightful morning tea, engaging activities at the local library, and a guided visit through the Southern Cross Museum.	Grant Funding Value: \$7,550	On the 1st September Council received notification of our success	0	0

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3b. Applications Pending

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
National Australia Day Council 2027 Australia Day Events 2027	Funding for Australia Day events in Balranald & Euston in 2027	Grant Funding Value: TBA	Application was submitted on the 22 nd September	N/A	N/A

4. OVERALL - APPLICATIONS IN PROGRESS OF BEING SUBMITTED

Not application for this month

BSC Grants Projects Update as at: 06-10-2026



5. OVERALL - PROPOSED PROJECTS FOR GRANT FUNDING (refer to the yellow shaded sections for updates)

Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Flying High Arts Festival Grant funding to be sought for the Balranald Community Art & Crafts Inc to help deliver the festival	2025/26	TBA	Notice of Motion 8.3 16 th December 2025. Resolution 2025/216 Destination Management Plan Section 5d – Balranald Art Gallery Experiences – Public Art programming – Annual Public Art Festival Delivery Plan 1.3.43	N/A	Completed: The Balranald Community Art & Crafts Inc received \$9,462.80 for the Festival via the Community Benefit Funding via SCAIWAC: PO Number 42217. Job Number 6580-4999-0001: This paid for a series of the Festival's workshops.
Off-Leash Dog Park in Balranald adjacent to the Lions Park	2026/27	TBA	Notice of Motion 8.1 18 th November 2025 Resolution 2025/189	N/A	A Project Plan will be developed and grant funding to be sought
Balranald Football Oval with LED Matrix Scoreboard	2025/26	TBA	Notice of Motion 8.2 16 th December 2025 Resolution 2025/215	N/A	Council supported the BFNC in their application via the ClubGrants Category 3 Infrastructure 2026/27 grant for an LED Scoreboard. This application was submitted on the 17 th August. The Tourism/Economic Development Coordinator provided the BFNC with Letters of Support from The Mayor, The CEO, TED, EPAC, & SCAIWAC
Hot water system for 103 Church Street	2025/26 year	\$10,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought

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Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Solar System for 103 Church Street	2025/26 year	\$12,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Solar System for 125 Turandurey Street	2025/26 year	\$10,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Subfloor brick repairs for the Theatre Royal	2025/26 year	\$10,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Floor coverings/ Timber floor reseal for the Senior Citizens Hall	2025/26 year	\$10,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Ornate Gates for Greenham Park	2025/26 year	\$10,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Install Children's play area for Garreffa Parade Park, Euston	2025/26 year	TBA	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Solar Systems for the Hostel	2025/26 year	\$24,000	Capital Budget – Delivery Plan 2025/26	N/A	Grant funding to be sought
Parking Bay Ivanhoe Road	2025/26 year	TBA	Capital Budget – Delivery Plan 2025/26 (under "Possibilities")	N/A	Grant funding to be sought. To go to traffic committee & transport for NSW
Solar Panels Early Learning Centre, Euston	2025/26 year	TBA	Capital Budget – Delivery Plan 2025/26 (under "Possibilities")	N/A	Grant funding to be sought

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Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Solar Panels Early Learning Centre, Balranald	2025/26 year	TBA	Capital Budget – Delivery Plan 2025/26 (under “Possibilities”)	N/A	Grant funding to be sought
Kyalite River precinct upgrade and Kyalite Raw Water system upgrade priorities	2025/26 – 28/29	\$350,000 for the Raw Water System	Delivery Plan 1.1.2.5 Delivery Plan 4.1.3.3	N/A	Grant funding to be sought. Costings & Feasibility Study for water system solution has been conducted. Kyalite committee members are expecting Councillors & staff to visit to discuss this project
Development of the Euston to Weir Trail	2026-2029	TBA	Delivery Plan 1.1.2.6 & EPAC Rolling Action Plan	TBA	Grant funding to be sought
Wet play area (Splash Park) in Balranald & Euston	2026 - 2029	TBA	Delivery Plan 1.1.2.8 & TED Rolling Action Plan	TBA	Grant funding to be sought
CCTV at key strategic points e.g. the Discovery Centre precinct	2026/27 - 29	TBA	Delivery Plan 1.1.4.1	TBA	Grant funding to be sought
Volunteer Coordinator	2027-29	TBA	Delivery Plan 2.1.3.1	TBA	Grant funding to be sought

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Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Painting and/or projected imagery of the water towers in Euston & Balranald	2025-2029	TBA	Delivery Plan 1.2.1.3 EPAC Rolling Action Plan Economic Development Strategy; DMP Notice of Motion 8.1 18 th November 2025 Resolution 2025/189	TBA	Grant funding to be sought. Council is currently in discussions with EPAC on the painting of the Water Towers in Euston. Project Plans and costings are to be developed. Water towers measurements for Euston is 26m high X 6.1m wide Water towers measurements for Balranald is 29m high X 11.4m wide
Pioneer/European Settlement heritage trail across the shire	2027/28	TBA	Delivery Plan 2.4.3.1	TBA	Grant funding to be sought
First Nations Cultural Trail across the shire	2028/29	TBA	Delivery Plan 2.4.4.2 DMP 2026-2031 TED Rolling Action Plan	TBA	Grant funding to be sought
First Nations Cultural Centre	2026-2028	TBA	Delivery Plan 2.4.5.2 DMP 2026-2031	TBA	Business Case to be developed & Grant Funding to be sought
Strategic Land Use Planning	2026 - 2028	TBA	Delivery Plan 3.3.1.1	TBA	Grant funding to be sought
Business Prospectus for the LGA	2026 - 2028	TBA	Delivery Plan 3.3.2.1 Economic Development Strategy & TED Rolling Action Plan	TBA	Grant funding to be sought

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Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Implementation of the DMP	2026 – 2029	TBA	Delivery Plan 3.4.1.1 Economic Development Strategy TED Rolling Action Plan	TBA	A breakdown of proposed activities to be grant funded will be selected via upcoming workshops. Working with SW Arts to support implementation of cultural activities
Sculpture Trail along the river in Balranald and Euston	2027 – 2029	TBA	Delivery Plan 3.4.2.3 Economic Development Strategy DMP TED Rolling Action Plan	TBA	Grant funding to be sought
Electronic Information Boards for Balranald & Euston	2027- 2029	TBA	Delivery Plan 3.4.4.3 EPAC Rolling Action Plan	TBA	Grant funding to be sought
Installation of pontoons in Balranald, Euston & Kyalite	2027 - 2029	Funding for floating pontoon at Balranald Caravan Park \$137,369 grant funding for Balranald \$137,369 Council Contribution for Balranald	Delivery Plan 3.4.4.3 EPAC Rolling Action Plan TED Rolling Action Plan	TBA	Successful Grant funding application under the NSW Boating Infrastructure for Communities grant for upgrade of the pontoon in Balranald. The project is now in design stage

BSC Grants Projects Update as at: 06-10-2026



Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Upgrade to Balranald Aerodrome	2026 - 2029	\$6,500,000 (based on indicative pricing from recent studies and includes extension of runway but excludes the purchase of land)	Delivery Plan 4.1.1.2 Economic Development Strategy TED Rolling Action Plan	TBA	Council has been successful in negotiations and in the purchase of the land. Environmental assessments were being conducted on the land. On Monday the 28th September Council's CEO, Mayor, 2 Councillors and senior staff met with Global Airspace Solutions along with Hay's Mayor & senior staff, Wentworth's Mayor. This meeting was organised by David Farley (Member for Farrer) and it was to discuss each of the LGAs needs and to look at joint opportunities for funding
Self-contained units for Hostel Staff Accommodation	2026-2029	\$3,111,700 (based on previous grant funding application)	Delivery Plan 4.2.1.5	TBA	Previously submitted a grant funding application via the Federal Government's Aged Care Capital Assistance Program in May 2025 but this application was unsuccessful
Restoration of degraded or at-risk landscapes, waterways, flora and fauna	2028- 2029	TBA	Delivery Plan 5.1.1.3	TBA	Grant funding to be sought

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Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Development & Implementation of a Net Zero Action Plan	2027 -2029	TBA	Delivery Plan 5.2.1.3	TBA	Grant funding to be sought
Annual environmental awareness campaign and event	2028-2029	TBA	Delivery Plan 5.2.2.6	TBA	Grant funding to be sought
Infrastructure required to support local recycling initiatives	2027 – 2029	TBA	Delivery Plan 5.2.4.1 Delivery Plan 5.2.4.2	TBA	Grant funding to be sought
Euston Multi-Purpose Facility	2026 - 2027	TBA	Delivery Plan 1.3.2.5 EPAC Rolling Action Plan	TBA	Grant funding is currently being sought via the NSW Sustainable Communities Infrastructure Round (Application submitted on the 24 th February 2026). This application was unsuccessful
Restoration of degraded or at-risk landscapes, waterways, flora and fauna	2028- 2029	TBA	Delivery Plan 5.1.1.3	TBA	Grant funding to be sought
Euston's Salami Festival	Ongoing	\$20,000	EPAC Rolling Action Plan	TBA	Marketing funding for \$20,000 has been sought under the DNSW Flagship Grant. The application was submitted on the 12 th April 2026. The application was unsuccessful.

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BSC Grants Projects Update as at: 06-10-2026



Proposed Project	Proposed financial Year	Estimated Funding Sought	Alignment with Plans	ARIC Approved	Funding status to date
Riverside Restaurant	TBA	TBA	TED Rolling Action Plan	TBA	Business Case to be developed & Grant Funding to be sought
Shop Front Façade Project in Balranald	TBA	TBA	TED Rolling Action Plan Notice of Motion 8.1 on the 21 st April 2026 Resolution 2026/70:	TBA	Business Case to be developed & Grant Funding to be sought. Shop front strategy will be addressed as part of the "Love Local Balranald Shire" project that is currently being developed and the concept overview was presented to the TED Advisory Committee at their September meeting. The CEO will be writing a PMP in reference to the buildings' façade element of the motion/project.

Department of Planning, Housing and Infrastructure



Community Participation Plan

1 September 2026

dphi.nsw.gov.au





Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Community Participation Plan
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Secretary's foreword

A message from
Kiersten Fishburn



We know that planning works best when it reflects what communities need and value. Local knowledge plays a vital role in shaping strategic plans and the assessment of development proposals.

The *Planning System Reforms Act 2025* lays the foundation for a modern planning system that is faster, fairer and focused on outcomes. One of its key commitments is creating a single statewide Community Participation Plan for all councils and planning authorities.

This plan brings consistency to consultation timeframes across NSW. It ensures communities have a strong voice in the planning system and sets clear expectations that engagement should match the scale and impact of a proposal or strategic plan.

We also understand that the planning system can seem complicated or daunting. That's why this plan explains the different ways you and your community can get involved at both the local and state level. It also encourages planning authorities to consult widely so decisions reflect your values, priorities and concerns.

Planning should be a partnership with people who know their communities best. That is why planning authorities can continue to develop their own engagement strategies that outline how councils and other planning authorities will work with their communities and ensure local context guides their approach.

Good participation must be accessible to everyone. This approach emphasises the importance of engaging respectfully with Aboriginal communities and people from culturally and linguistically diverse backgrounds. Everyone should be able to navigate a planning system that works for them.

This Community Participation Plan applies to planning authorities and functions subject to community participation requirements under the *Environmental Planning and Assessment Act 1979*. This includes the planning functions of the Minister for Planning and Public Spaces, the Department of Planning, Housing and Infrastructure and its Secretary, as well as all councils and relevant planning authorities across NSW.

I hope you find this plan a practical guide to participate in planning in NSW.

Kiersten Fishburn
Secretary, Department of Planning,
Housing and Infrastructure

A Statewide Community Participation Plan

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Commencement: This document commences on 1 September 2026.

What is the Community Participation Plan?

The Community Participation Plan (CPP) sets out how and when planning authorities will engage the community and stakeholders in decision-making processes related to planning functions.

This plan is applicable to all planning authorities including the Department of Planning Housing and Infrastructure (the Department), local councils and other State Government Departments and agencies. It is designed to clearly outline how and when the community can participate in planning decisions and processes, and when planning authorities exercise their relevant planning functions.

The plan has been prepared by the Planning Secretary to set out the mandatory community participation requirements in accordance with Division 2.6 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

Consistency and proportionality in community participation

Consistency and proportionality are key to the broader success of community participation. The Community Participation Plan standardises public exhibition timeframes across all planning functions, providing a consistent approach, no matter where you are in NSW.

Planning functions are subject to different levels of community participation that reflect the scale, complexity and potential impacts of the proposal or development. This ensures that exhibition requirements are proportionate to the scale and impact of the proposal.

This includes extended exhibition periods for draft strategic plans, as they establish the long-term vision and

identify future needs for housing, jobs, infrastructure and connected communities. Early community engagement at this stage is critical, as it helps inform decisions about land use and the location of future development.

In contrast, some low-impact local development applications may not require public exhibition, reflecting their limited scale and potential impacts. This helps focus community participation on matters that are most likely to affect the community.

While some development types may not be publicly exhibited, they are still assessed on their merits. The consent authority must consider all relevant planning matters as part of the overall assessment process including issues such as privacy, overshadowing and heritage significance.

Engagement strategies

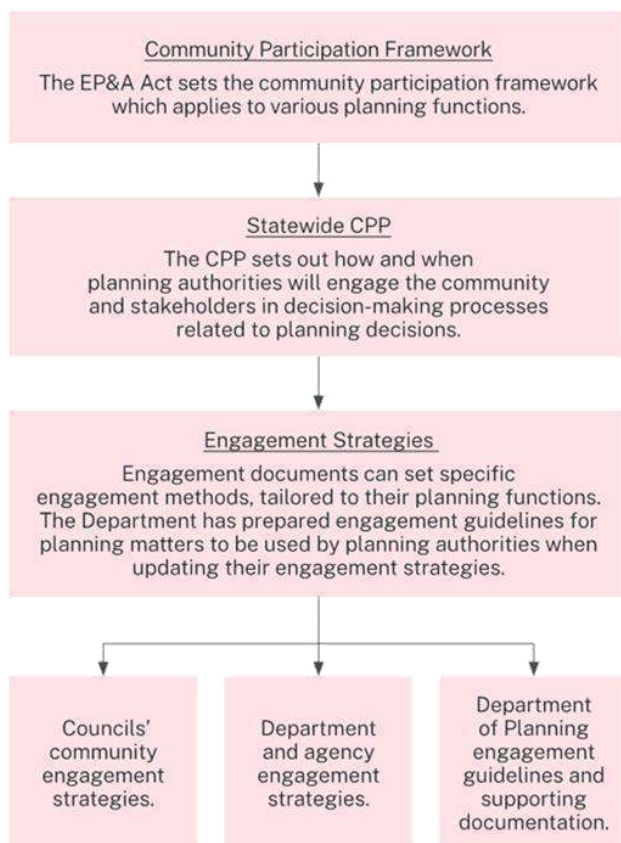
Councils and other planning authorities including the Independent Planning Commission can continue to specify engagement methods in their relevant engagement strategy within the parameters set by this plan. An engagement strategy must not specify timeframes for public exhibition of planning functions. These strategies outline the specific methods and tools that a planning authority will use to engage with communities and stakeholders. Every community is different, and engagement approaches should reflect the characteristics, needs and preferences of the communities they are intended to reach.

Councils and planning authorities are best placed to understand their communities and determine how to effectively engage with groups that may be harder to reach, including young people, people with disability, elderly, socio-economically disadvantaged, those living in rural areas, Aboriginal and Torres Strait Islanders communities and culturally and linguistically diverse people.



Figure 1 shows the hierarchy of community participation legislation and related documents and their relationship to a planning authorities engagement strategy.

Figure 1: Community participation framework in NSW



Public participation – getting involved

Community participation is an essential part of the planning process and a fundamental part of the EP&A Act.

Anyone affected by, or interested in, NSW's planning system including individuals, groups, organisations and government bodies can provide feedback and get involved on planning matters.

Getting involved in the planning process by providing feedback on a proposed development, plan or policy is an important way for the community to have a meaningful say in how their local area changes over time.

Participation plays an important role in improving the design of projects, informing decision-making and building confidence in the planning system so that communities across NSW feel heard and reflected in the spaces that they live and work in.

Effective participation is achieved by:

- Facilitating discussion between stakeholders so they can hear each other's concerns and ideas
- Creating opportunities for upfront discussions that can reduce potential disputes
- Assisting decision makers identify community concerns
- Utilising local knowledge and expertise
- Empowering local communities in the planning process.

Community participation objectives

The principles in section 2.23(2) of the EP&A Act have been considered when developing this CPP, including the community participation objectives. These objectives are included below and are used when engaging with the community and stakeholders on planning matters.



Open and inclusive

Planning authorities will keep the community informed and promote equitable participation. This includes incorporating culturally appropriate practices where relevant and conducting engagement in a safe environment so that all community members can join in.



Easy to access

Planning authorities will advise the community early about how and when they can participate. Information and engagement opportunities will reflect how each community accesses information, using the formats, channels, times and locations that are most likely to reach the people affected.



Relevant

Planning authorities will clearly identify what aspects of the project can be discussed and ensure as many community members as possible can participate. Engagement activities will acknowledge previous community input and be tailored to the context – such as location, application type, assessment stage, and earlier engagement – as well as the scale, nature, and impacts of the proposal.



Timely

Planning authorities will start community participation as early as possible and continue it for an appropriate period, providing regular project updates so people stay informed. The community will be given reasonable time to provide a submission, and authorities will maintain ongoing engagement through local networks.



Proportionate

Planning authorities will concentrate engagement effort on the stages of planning and decision making where community input can have the greatest influence. Where key directions have already been established, engagement will be clear about what has been decided and focus on the matters that remain open to change.



Meaningful

Planning authorities will clearly explain how community submission influence decisions and be upfront about what aspects of a plan the community can shape. Decision makers will engage directly, provide relevant responses, and genuinely consider all input.

Notification and Exhibition

Minimum public exhibition periods

The *Environmental Planning and Assessment Act 1979* sets out minimum community participation requirements for the public exhibition of certain planning matters.

During a public exhibition period all relevant documentation is made publicly available, and the community is invited to make a submission outlining their views on the draft policy, plan or proposal.

When and how you may be notified

If you are directly affected by a proposal, you may receive a notification during public exhibition that provides information on how to view a proposal and how to lodge a submission. Consent authorities may undertake a site visit of the subject site or neighbouring properties to assess impacts as part of their assessment.

Planning authorities will specify how they engage the community on certain types of development in their community engagement strategies. Engagement methods include, but are not limited to the following:

Table 1: Examples of engagement methods for different levels of engagement

Level of engagement	Objective	Method
Make information available	Planning authorities will keep the community informed and promote equitable participation	• a letter • an email • an on-site notice
Invite broader community input	Planning authorities will advise the community early about how and when they can participate	• public exhibition – invite written submissions • documents made available on websites • media releases • mailing lists, Electronic Direct Mail (EDM) • community newsletters and emails • social media posts • updates to subscribers via the NSW Planning Portal
Actively gather community input	Planning authorities will clearly identify what aspects of the project can be discussed and ensure as many community members as possible can participate	• drop in sessions • public meetings • reference groups • focus groups
Explore and refine the proposal with affected communities	Planning authorities will clearly explain how community submissions influence decisions and be upfront about what aspects of a plan the community can shape	• workshops • surveys • website content or, social media notification

Submissions

A consent authority will consider all submissions received during a public exhibition period. In some cases, the number of submissions on a development application determines who the final consent authority is.

Anyone can make a submission. The contents of a submission may be a general response to the project, and not technically detailed. You do not need to be a specialist to have your say.

Late submissions may be considered at the discretion of the consent authority. Submissions must be made in writing and submitted online via the relevant planning authority's website. For the NSW Independent Planning Commission, the panel members will only accept a late submission in exceptional circumstances. It is recommended you contact the relevant consent authority to confirm.

For local development applications, it may be possible to make submissions via the NSW Planning Portal or through other means, such as by post or electronic mail – it is recommended you engage with your council to confirm. For any other consent authorities, it is recommended to contact the consent authority to confirm how submissions can be made.

Where a development is not required to be exhibited, a consent authority is not required to consider submissions as part of its assessment.

Material received outside of a public exhibition period

Feedback can be provided to the consent authority at any stage of an application. This includes planning functions that do not require public exhibition. Where a development application is not publicly exhibited, feedback can still be provided – however it is not considered a formal submission.

Staying up to date

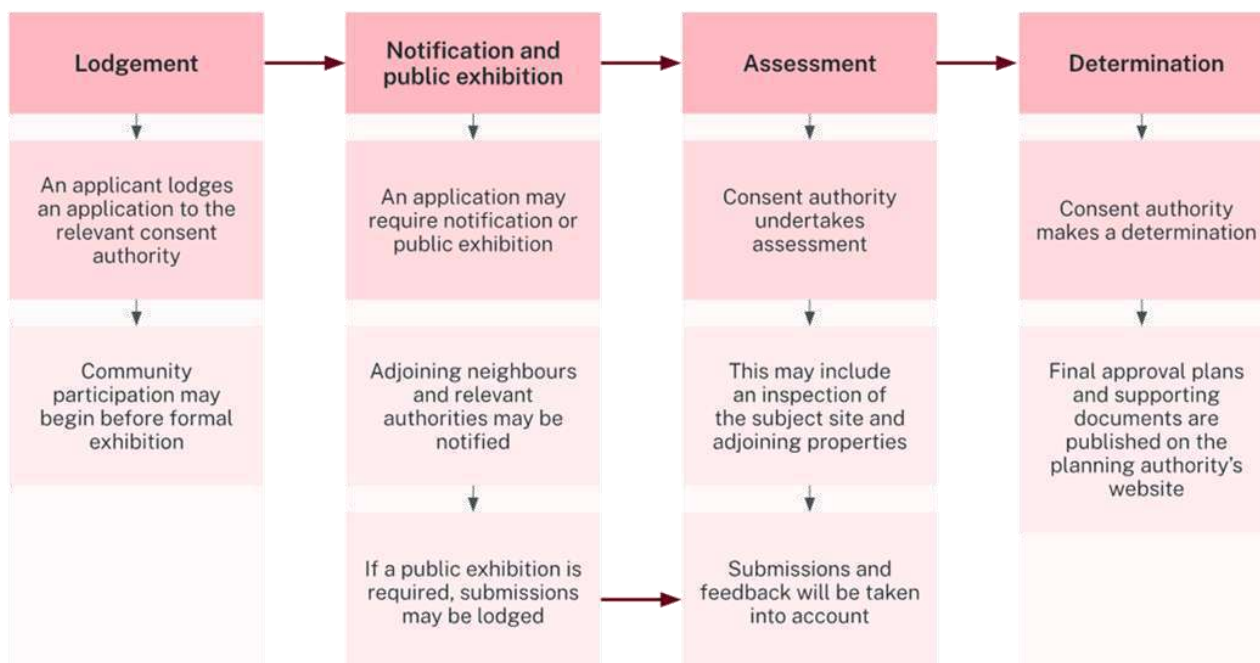
There are many ways to stay updated about development in your local area. You can sign up for alerts on specific projects such as planning proposals, new major projects and State significant development in your local government area.

Throughout this document you will find useful links to trackers and ways to subscribe to projects.

Process for development applications

Figure 2 shows the consultation process of a development application from lodgement to determination and outlines the key stages where participation occurs.

Figure 2: Summary of consultation during development assessment



Participating in planning functions

2

Planning functions

The CPP details exhibition timeframes for the following planning functions:

State Planning Framework

– setting the rules and regulations

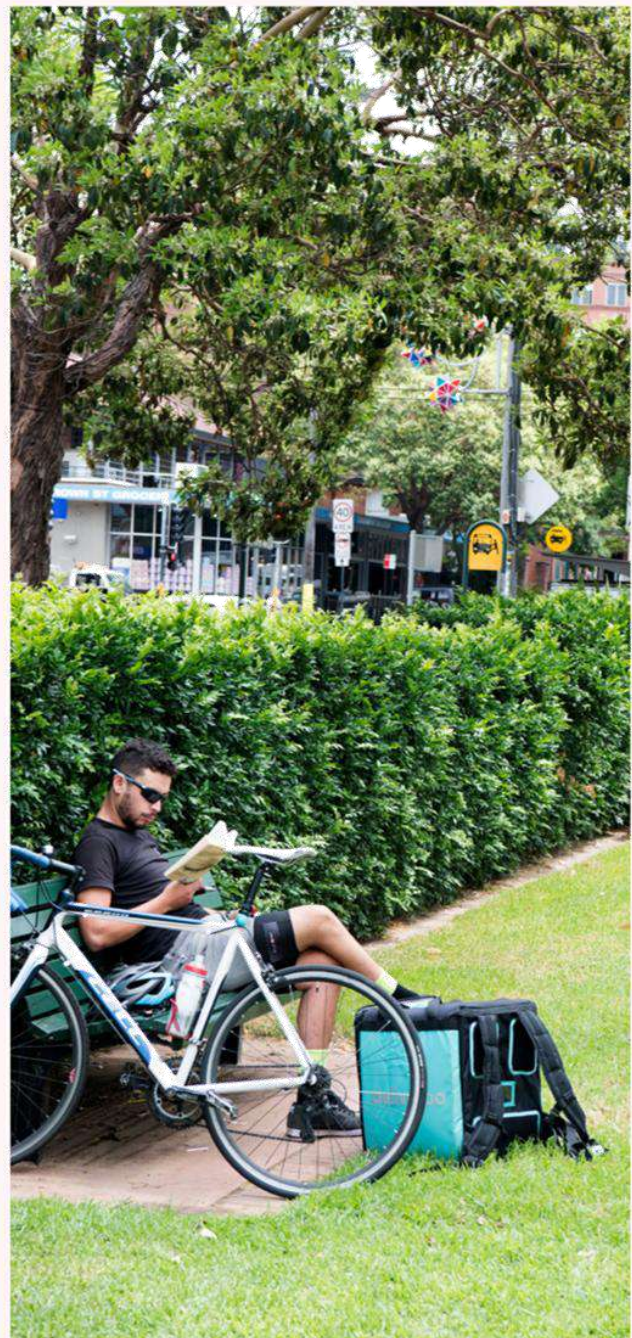
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2021
- State Environmental Planning Policies (SEPPs)

Strategic Planning – how my region and community will change overtime

- community participation plan (CPP)
- planning proposals for local environmental plans subject to a gateway determination
- development controls plan (DCPs)
- contribution plans
- regional or district plans
- local strategic planning statements (LSPS)
- activation precinct masterplans and delivery plans (including infrastructure delivery plans)
- structure plans, precinct plans and masterplans for urban renewal areas

Development Assessment – development that may impact where you live and work

- State significant projects
- regionally significant development
- local development
- designated development
- nominated integrated development or threatened species development
- environmental impact statement obtained under Division 5.1
- council-related development applications
- application for modification of development consent
- review of a determination or decision



State planning framework

Setting the rules and regulations

Acts, regulations and policies set the structure for the NSW planning system, providing a regulatory framework for planning decisions, including the assessment of development applications, making planning instruments and strategic planning.

You may be invited to lodge a submission on the following:



Who is involved:



Department

The Department develops changes as needed and leads engagement



Councils

Councils provide expertise and feedback when an Explanation of Intended Effects is exhibited



Community

Provide feedback when an Explanation of Intended Effects is exhibited



Industry

Peak bodies and advocacy associations provide expertise



Case study

Providing feedback on a housing policy change

Yao saw a government announcement on his news feed that it would soon be easier to build more housing types in places with access to good infrastructure.

The article linked to the Department of Planning, Housing and Infrastructure's website, where he found information on the proposed policy, which included changes to planning controls in the State Environmental Planning Policy (Housing) 2021 (Housing SEPP).

Supportive of the changes, Yao was pleased he could provide feedback, as he lived further from services and jobs.

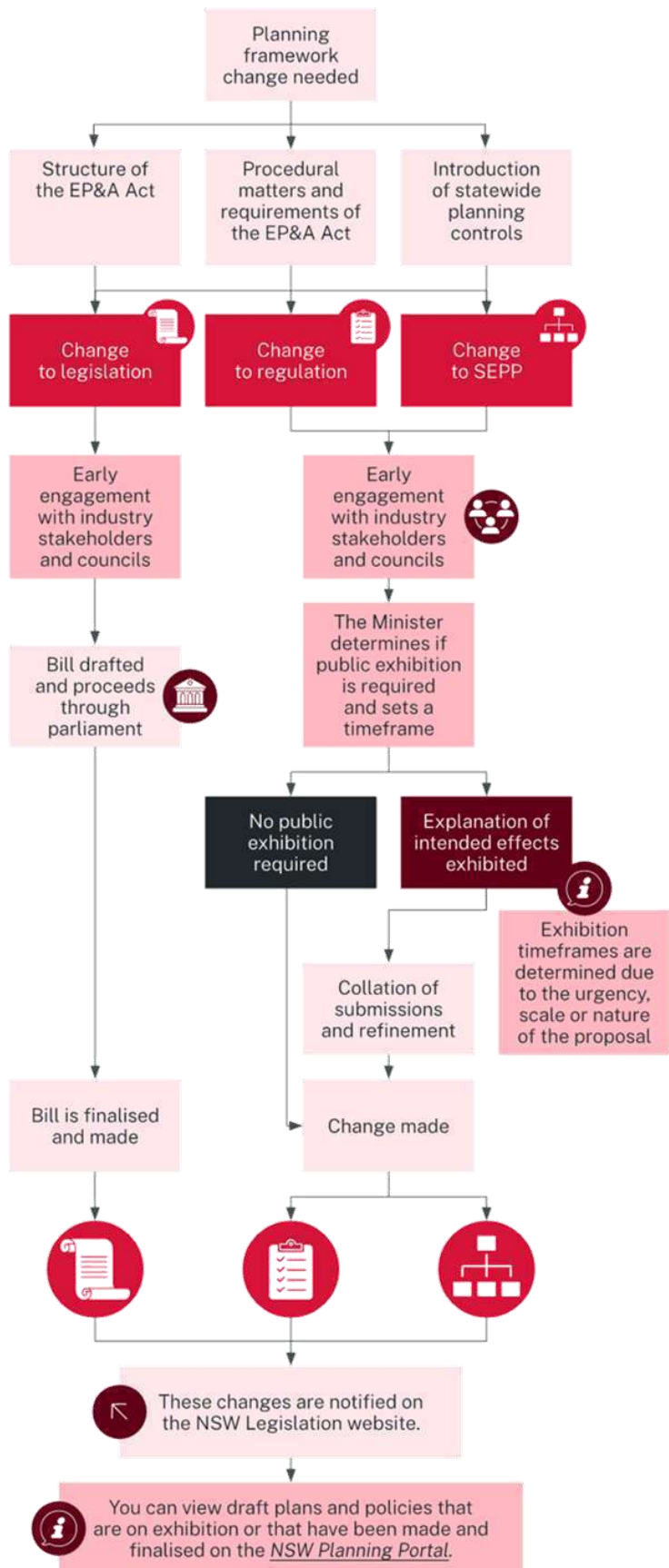
The Department's Explanation of Intended Effects (EIE) document outlined the proposed changes to the Housing SEPP, and where they would apply across NSW.

Although confused by technical planning language, he found infographics, videos and guides written in plain English on the website that helped him understand the proposal.

Yao submitted feedback through a guided form and subscribed to updates.

When the policy was finalised, he read the 'What we heard' document on the website and saw how feedback had informed changes.

Figure 3: Exhibition process - State planning





Strategic planning

How my region and community will change over time

Strategic planning helps guide how places grow, change and are protected. It is the foundation for how governments influence the shape of communities, determine where homes are built, where jobs are located, and how services and infrastructure connect across the State and how the environment is conserved.

Early engagement builds community confidence in the planning system, provides greater transparency about how decisions are made and ensures that potential concerns and priorities are explored proactively.

This aligns with the object of proportionality by encouraging and strengthening early, meaningful community consultation at the strategic planning stage. This ensures the focus of engagement is targeted on identifying issues and priorities that can be addressed prior to development assessment.



You may be invited to lodge a submission on the following:



Draft regional and district strategic plans
Exhibited for a minimum of 60 days

Plans developed to support future community needs in regions and districts across NSW. These include plans for homes, jobs, community infrastructure and a healthy environment.

Updated by NSW government every 5 years

Draft local strategic planning statements (LSPS)
Exhibited for a minimum of 60 days

Plans that detail the vision for land-use in a local area, special character values, and how change will be managed into the future.

Developed by councils and updated every 7 years.



Masterplans for urban renewal areas
Exhibited for a minimum of 42 days

Plans that set a future direction for areas by creating new communities that build on local character and provide updated housing, work, recreation and business opportunities.

A planning authority develops a masterplan for a precinct, in response to strategic direction.

Planning proposals to amend or create a new local environmental plan (LEP)
Exhibited for a minimum of 28 days unless specified in the gateway determination

Planning proposals create and amend LEPs which guide planning decisions for local government areas. They do this through zoning and development controls, which sets how land can be used.

A planning authority or proponent can instigate changes to an LEP.



Draft development control plans (DCP)
Exhibited for a minimum of 28 days

Plans that provide detailed planning and design guidelines to support the planning controls in a LEP.

A council may draft or require a DCP to be prepared.

Draft contributions plans
Exhibited for a minimum of 28 days

These plans enable consent authorities to levy contributions for public amenities and services required to support development.

Did you know: You can view your councils contribution plan on the [NSW Planning Portal](#).

A council prepares a draft contributions plan as needed.



Draft community participation plan (CPP)
Exhibited for a minimum of 28 days

The CPP outlines how and when community participation is undertaken when relevant planning authorities exercise their planning functions.

Did you know: You can view plans on exhibition and under assessment on the [NSW Planning Portal](#).

Established by the State government, the Planning Secretary prepares a draft CPP.

Who is involved:**Department**

The Department prepares regional strategic plans, policies and masterplans, and has a role in assessing planning proposals

**Councils**

Councils prepare strategic plans, contribution plans, masterplans and development control plans. Council also prepare and assess planning proposals

**Community**

The community provides the local perspective on strategic planning during public exhibition

**Industry**

Industry experts provide advice and feedback on proposals

Case study**Lodging a submission on the Sydney Region Plan**

Myriam sees a post pop up on her social media account about a new plan called the Sydney Region Plan.

The post says that the Government is looking for the community to have their say on how Sydney will grow and transform over the next 20 years.

The post has a link to the NSW Planning Portal which has a copy of the draft Sydney Region Plan as well as some simple survey questions to fill out.

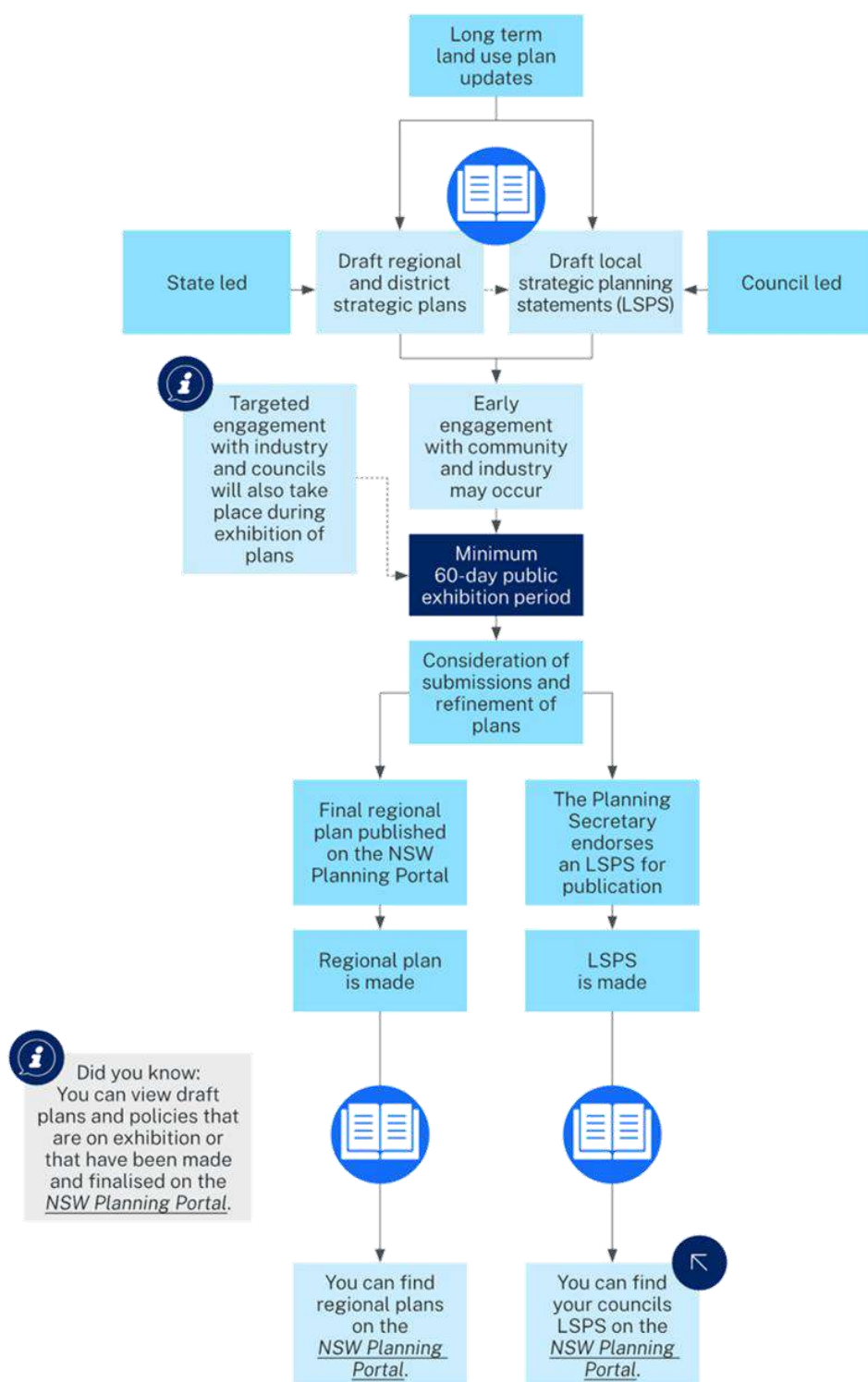
Myriam responds to the survey questions and then uses the statewide CPP linked on the NSW Planning Portal, to help her provide a planning focused feedback submission about the draft Sydney Region Plan.

Myriam would like to see more housing near the local train station as she has been renting but wants more opportunities to buy a home in a well connected area.



Community Participation Plan 2026

Figure 4: Exhibition process – Strategic planning



Development assessment

Development that may impact where I live and work

Development assessment functions are undertaken by several planning authorities, including councils, panels, the IPC and State agencies, who make decisions on proposals in accordance with the relevant approval frameworks and planning controls.

Exhibition requirements for development assessment are proportionate to the level of impact a project will produce. During exhibition, the public can see how planning controls translate into buildings and places in their community.

Where a development application requires a more rigorous assessment, and additional consultation requirements set out in legislation or a SEPP, minimum timeframes are generally longer. For example, State significant development applications generally have longer minimum timeframes than local development applications assessed by councils.

You may be invited to lodge a submission on the following:



State significant projects

*Exhibited for a minimum of 28 days
(a minimum period of 14-day applies in specified circumstances)*

Development of a large scale and economic value, environmental sensitivity, or declared significant by the Planning Minister. This includes State significant developments and State significant infrastructure.



[Subscribe here](#) to receive email alerts of major projects in your local government area.



For applications that rely on a rezoning exhibited by the Department, the details of the proposed amendments to the relevant planning instrument(s) will be publicly exhibited concurrently with the application.

Regionally significant development

Exhibited for a minimum of 14 days

Certain development applications of large economic value, scale and/or complexity. Regional planning panels are made up of independent experts that decide whether to approve a development.



Did you know: You can view applications on exhibition and under assessment on the [NSW Planning Portal](#).



Local development

Exhibited for a minimum of 14 days

The most common type of development applications in NSW. Projects range from home extensions to medium sized commercial, retail, and industrial developments.



Did you know: You can view exhibited and determined applications using the [DA tracker](#).

Development excluded from notification and public exhibition

No exhibition

Certain development that meets relevant planning controls.

Development types specified in Table 6 will be excluded from exhibition requirements (if they do not include a clause 4.6 variation).



[Continued on next page](#)



Council-related development applications

Exhibited for a minimum of 28 days

Councils regularly lodge development applications as an applicant to complete their own projects and achieve outcomes for the community. This includes development such as parks, affordable housing and toilet blocks, as well as commercial proposals.



Where a development application requires a more rigorous assessment, and additional consultation requirements set out in legislation or a SEPP, minimum timeframes are generally longer. For example, state significant development applications have longer minimum timeframes than local development applications assessed by councils.

Development applications with additional considerations

Exhibited for a minimum of 28 days



Did you know: You can view exhibited and determined applications using the [DA tracker](#).



Designated development is a category of development that involves a higher level of assessment and scrutiny due to the potential risk it poses to the environment.

Nominated integrated development is development that requires certain approvals (such as a permit or license) from a NSW Government agency before it can be carried out.

Threatened species development is a category of development that affects threatened species and requires a species impact statement.

An Environmental Impact Statement (EIS) is required if an activity will have a significant impact on the environment. The EIS assesses the economic, environmental and social impacts of a project.



Who is involved in development assessment:



Department

The Department assesses and in some cases determines State significant projects



Councils

Council assesses local and regionally significant development applications. Council also provides advice on State significant projects



Community

The community provide valuable feedback on projects during public exhibition



Industry

Industry experts provide advice and feedback on projects



Case study

Learning about a solar farm in my local area

There has been a post on a community social media group that a solar farm is proposed near Anne's local town, with many comments objecting to the idea.

This is the first time she's heard of the project and is curious, so she goes online to check if there are any project documents available for her review.

Anne discovers that the energy company is intending to host webinars next week to introduce locals to their proposal. This is suitable for Anne as she has two young children and is glad she can join in from home.

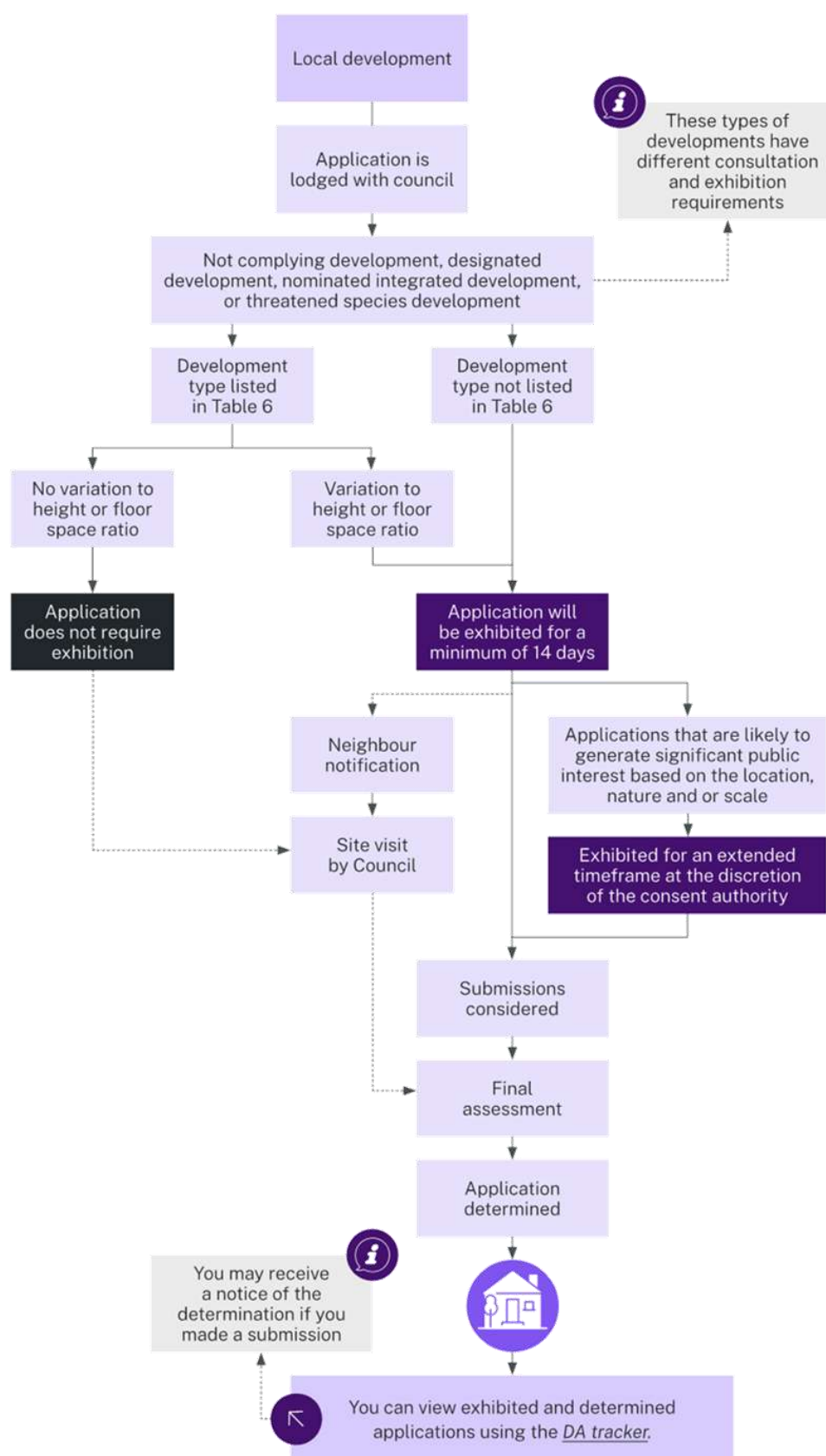
Upon joining the webinar, she discovers that the project is still in early development and a formal application is yet to be lodged.

It is also explained that for larger scale projects, such as renewable energy, the State Government assesses their environmental impact, as they are important to the State.

The community is being engaged as part of preparing the application, and Anne is encouraged to sign up for project updates to find out when the project moves through different stages of the planning process.

Anne will also be able to submit a formal submission when an environmental impact statement is lodged, and the formal exhibition process opens. It is important to be able to do this, as the submissions will be considered by the NSW Government as part of its assessment of the project.

Figure 5: Exhibition process – Local development





Other notice requirements

The following planning functions are subject to different approval pathways under NSW planning legislation and have varying notification requirements, which are not set by the community participation plan.

Some forms of development, such as exempt development, are considered low impact and do not require community notification. Others, such as complying development, voluntary planning agreements and certain development carried out without consent, may involve notification. This depends on statutory requirements or the nature and potential impacts of the proposal.

Table 2: Notice requirements for specific development types

Development type	Description	Notice requirement
Complying development 	Process that combines planning and construction approval for straight forward residential, commercial and industrial development. These provisions are in the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008. Complying development applications are not publicly exhibited as they meet specific development standards established for straight forward, low impact projects. Therefore, there is no opportunity to provide feedback.	For certain development types you will be notified before works commence. Council have a requirement to publish certain documents relating to complying development certificates on their website. Notice provisions are stipulated in the EP&A Regulation. Further information can be found in the Guide to complying development
Exempt development 	Very low impact development that can be done without planning or building approval for certain residential, commercial and industrial properties. These provisions are in the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.	No applicable notice requirements. Visit the Exempt development web page for fact sheets and further information.
Voluntary planning agreements 	A method of securing contributions to help cover the cost of delivering infrastructure. They are legal agreements between a developer and a planning authority, such as the Minister for Planning and Public Spaces, or local councils.	A proposed agreement, amendment or revocation must be made available for inspection by the public for at least 28 days, as set out in the EP&A Act. Notification of a planning agreement can happen concurrently with the related planning matter.
Development without consent (Review of environmental factors) 	Certain projects undertaken by councils, government departments or State agencies. Before work can start, public authorities are required to assess the environmental impacts of a project.	Notice periods are set out in the relevant environmental planning instruments, and guideline documents.

Public exhibition timeframes

Tables 3, 4, 5 and 6 set out mandatory requirements for public exhibition
Table 6 sets out when certain development types are excluded from public exhibition.

State and local planning framework

Table 3: Public exhibition timeframes for policy and legislation

Planning function	Minimum exhibition timeframe
Draft legislation and regulations (the Department)	Discretionary based on the urgency, scale or nature of the proposal
Policies, guidelines or strategies publicly exhibited for a planning purpose	28 days unless decided otherwise due to the urgency, scale and nature of the proposal

Additionally, the Department may exhibit other proposals consistent with community participation objectives. For these functions, there may also be occasions where a government priority or administrative requirement demands immediate action, and the usual community participation process may be truncated.

Strategic planning

Table 4: Public exhibition timeframes for strategic planning

Planning function	Minimum exhibition timeframe
Draft community participation plan	28 days ¹
Planning proposals for local environmental plans subject to a gateway determination*	28 days or as specified by the gateway determination which may determine, due to the minor nature of the proposal, that no public exhibition is required ²
Draft development control plan	28 days ³
Draft contribution plans	28 days ⁴
Draft local strategic planning statements	60 days
Draft regional or district strategic plans	60 days
Draft activation precinct masterplans and delivery plans (including infrastructure delivery plans)	28 days ⁵
Structure plans, precinct plans and masterplans for urban renewal areas	42 days unless decided otherwise due to the urgency, scale and nature of the proposal

* Exhibition of planning proposals must also be carried out in accordance with the Department's Local Environmental Plan Making Guideline.

¹ EP&A Act, Schedule 1, clause 1.

² EP&A Act, Schedule 1, clause 4.

³ EP&A Act, Schedule 1, clause 5.

⁴ EP&A Act, Schedule 1, clause 6.

⁵ State Environmental Planning Policy (Precincts – Regional) 2021, sections 3.6(6), 3.7(6).

Development assessment

Table 5: Public exhibition timeframes for development applications

Planning function	Minimum exhibition timeframe ⁶
Application for development consent. Exclusions: a) complying development, b) designated development, c) nominated integrated development, d) threatened species development, e) State significant development, and f) targeted assessment g) development listed in Table 6	14 days
Application for consent for the following State significant development: - Housing development carried out by or on behalf of the Aboriginal Housing Office or the Land and Housing Corporation under the <u>Planning Systems SEPP, Schedule 1, section 26</u> - In-fill affordable housing under the <u>Planning Systems SEPP, Schedule 1, section 26A</u> - Build-to-rent housing under the <u>Planning Systems SEPP, Schedule 1, section 27</u> - Seniors housing under the <u>Planning Systems SEPP, Schedule 1, section 28</u> - Development in accelerated TOD precincts under the <u>Planning Systems SEPP, Schedule 2, section 19</u> - Development declared under the <u>EP&A Act, section 4.36(3)</u>. Including on the recommendation of the Housing Delivery Authority	14 days
Application for development consent for targeted assessment development, including any amended application under the pathway	14 days, unless a different period is specified in a State environmental planning policy ⁷
Application for modification of development consent required to be publicly exhibited by the regulations	14 days ⁸
Application for the review of a determination or decision of a consent authority (Division 8.2 review)	The same period as the development application or modification application was originally notified or advertised
Application for development consent for all other State significant development	28 days
Application for development consent for designated development	28 days
Environmental impact statement for State significant infrastructure under Division 5.2	28 days
Application for development consent for nominated integrated development or threatened species development	28 days
Application for development consent for category 1 remediation work under Chapter 4 of SEPP (Resilience and Hazards) 2021	28 days
Environmental impact statement obtained under Division 5.1	28 days
Council-related development applications	28 days
Re-exhibition of any amended application or matter	The period (if any) determined by the person or body responsible for publicly exhibiting the application or matter

⁶ Development applications that are likely to generate significant public interest based on the location, nature and or scale may be exhibited for an extended timeframe at the discretion of the consent authority.

⁷ EP&A Act, Schedule 1, clause 9C.

⁸ Excluding applications to modify a development consent made under section 4.55(2) specified in Table 6.

Development types excluded from public exhibition

Applications for development consent listed in Table 6 (other than applications for complying development certificates, designated development, nominated integrated development, threatened species development or for State significant development), are excluded from public exhibition, where the development:

- Does not require a variation to height of building or floor space ratio, under clause 4.6 of the Standard Instrument LEP (or an equivalent provision of any other environmental planning instrument).

Table 6: Development types excluded from public exhibition

Development types excluded from public exhibition ⁹
• Ancillary development to existing residential accommodation (such as but not limited to pools, sheds, pergolas and carports) • Bed and breakfast accommodation • Change of use (excluding a change of use to a registered club or pub, and excluding any development that adjoins, or is located on, land in a residential zone) • Demolition • Dual occupancy (up to two storeys) • Attached dwelling (up to 5 dwellings) • Dwelling house (up to two storeys) • Multi dwelling housing (up to 5 dwellings) • Secondary dwelling • Exhibition home • Extensive agriculture • Farm building • Home business • Home industry • Home occupation • Industrial retail outlet • Infrastructure facility in the Alpine region¹⁰ • Internal and external alterations and additions (excluding residential accommodation) • Internal and external alterations and additions to existing residential accommodation resulting in no more than two storeys • Kiosk • Repair and maintenance of recreation infrastructure, lifting facility, or snow-making infrastructure in the Alpine region • Roadside stall • Rural worker's dwelling • Signage (excluding where it adjoins or is in a residential zone) • Subdivision of land resulting in no more than 5 new lots • Subdivision of land that is subject to an existing development consent for its current use. • Temporary structure • Tree removal on private land • Applications to modify a development consent made under section 4.55(1) of the EP&A Act • Applications to modify a development consent made under section 4.55(1A) of the EP&A Act • Applications to modify a development consent made under section 4.56(1) of the EP&A Act with minimal environmental impact • Applications to modify a development consent made under section 4.55(2) of the EP&A Act where the development the subject of the consent is specified in this Table

⁹ Where a word or expression used in the Table is defined in the Dictionary to the standard instrument set out in the *Standard Instrument (Local Environmental Plans) Order 2006*, that definition applies to the word or expression as used in the Table.

¹⁰ As defined in Schedule 4A to *State Environmental Planning Policy (Precincts – Regional) 2021*.

Key points to note about public exhibition

- Timeframes are measured in calendar days and include weekends.
- The period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition period as outlined in Schedule 1 to the EP&A Act.
- In certain circumstances there may be merit appeal rights for a person who makes a submission to object during the public exhibition of a development application for designated development and some state significant development projects.
- Public authorities are not required to make available for inspection any part of an environmental impact statement where this publication would, in the opinion of the public authority, be contrary to the public interest due to its confidential nature or for other reasons defined in relevant legislation, such as the Government Information (Public Access) Act 2009.
- Sections 287 and 287A of the EP&A Regulation require submissions on State significant projects and other development applications where the Minister for Planning and Public Spaces, Planning Secretary or Independent Planning Commission is the consent authority, to be made through the NSW Planning Portal.
- The safety of community members, other stakeholders and staff must be considered during meetings, phone calls, and as part of any correspondence. Everyone has the right to participate in a respectful environment and are expected to behave in a manner that supports everyone's right to present their point of view.

Glossary

Planning terms and definitions

Alpine region	Means the Alpine Region identified on the <u>State Environmental Planning Policy (Precincts – Regional) 2021, Kosciuszko Alpine Region Land Application Map</u>
Activation precinct	A dedicated area within regional New South Wales which has been identified by the NSW Government to drive regional economic development and declared to be an Activation Precinct in a Schedule made under Chapter 3 of the State Environmental Planning Policy (Precincts – Regional) 2021
Community Participation Plan	The community participation plan prepared and published under Division 2.6 of the EP&A Act
Contribution plans	A plan developed by councils for the purposes of imposing conditions requiring local infrastructure contributions to fund new and upgraded public amenities and/or services required to accommodate development
Council-related development applications	A development application, for which a council is the consent authority, that is – (a) made by or on behalf of the council, or (b) for development on land, other than a public road within the meaning of the <u>Local Government Act 1993</u> – (i) of which the council is an owner, a lessee or a licensee, or (ii) otherwise vested in or under the control of the council Note – Land vested in or under the control of the council includes public land within the meaning of the <u>Local Government Act 1993</u>
Delivery plan	A delivery plan for an activation precinct means a delivery plan for the precinct that is approved by the Planning Secretary under section 3.7 of Chapter 3 of the State Environmental Planning Policy (Precincts – Regional) 2021
Designated development	Designated development refers to high-impact developments (e.g. likely to generate pollution) or those located in or near an environmentally sensitive area
Development control plans (DCP)	A plan providing detailed planning and design guidelines to support LEP planning controls
Environmental impact statement (EIS)	An EIS provides information on the economic, environmental, and social impacts of the project. It helps the community; government agencies and the consent authority make informed submissions or decisions on the project
Gateway determination	A gateway determination is issued following an assessment of the strategic merit of a proposal to amend or create an LEP and allows for the proposal to proceed to public exhibition
Local environmental plan (LEP)	An environmental planning instrument developed by a planning proposal authority, generally a council. An LEP sets the planning framework for a Local Government Area

Planning terms and definitions

Nominated integrated development	Integrated development that requires an approval (within the meaning of section 4.45) under — (a) a provision of the <i>Heritage Act 1977</i> specified in section 4.46(1), or (b) a provision of the <i>Water Management Act 2000</i> specified in section 4.46(1), or (c) a provision of the <i>Protection of the Environment Operations Act 1997</i> specified in section 4.46(1)
Regional strategic plan	20-year plans addressing community needs for housing, jobs, infrastructure and a healthy environment for a region
Residential zone	Land in <i>R1 General Residential</i> , <i>R2 Low Density Residential</i> , <i>R3 Medium Density Residential</i> , <i>R4 High Density Residential</i> or <i>R5 Large Lot Residential</i> under a local environmental plan that adopts the standard instrument set out at the end of the <i>Standard Instrument (Local Environmental Plans) Order 2006</i> (or land in an equivalent land use zone, as that term is defined under clause 5 of <i>State Environmental Planning Policy (Housing) 2021</i>)
State environmental planning policy (SEPP)	An environmental planning instrument developed by the Department, relating to State significant or statewide planning matters
State significant development (SSD)	Development that is declared to be state significant development under section 4.36 of the EP&A Act Developments may be declared to have State significance due to their size, location, economic value or potential impacts, for example new non-government schools and hospitals and energy generating facilities
State significant infrastructure (SSI)	Development that is declared to be state significant infrastructure under section 5.12 of the EP&A Act SSI includes major transport and services developments with significance and impact beyond the local area, for example rail infrastructure, road infrastructure and water storage or treatment facilities
Threatened species development	Development to which section 7.7(2) of the <i>Biodiversity Conservation Act 2016</i> or section 221ZW of the <i>Fisheries Management Act 1994</i> applies
Urban renewal area	- Areas identified as having good access to existing or planned public transport connections, suitable for rejuvenation with new homes and jobs - State significant precincts which are large areas of predominantly State-owned land within Greater Sydney, identified by the NSW Government as areas for growth because of their social, economic or environmental characteristics

Where can I find out more?

Planning function	Link
Acts, Regulations and SEPPs	Draft plans and policies on exhibition and under consideration can be found here: www.planningportal.nsw.gov.au/have-your-say-
Strategic planning	Regional plans can be found here: www.planning.nsw.gov.au/plans-in-nsw/plans-by-region Local Strategic Planning Statements can be found here: www.planningportal.nsw.gov.au/local-strategic-planning-statements Contribution plans can be found here: www.planningportal.nsw.gov.au/infrastructure-contributions Planning Proposals on exhibition can be found here: www.planningportal.nsw.gov.au/ppr
State significant projects	Subscribe to receive email alerts for Major Projects here: www.planningportal.nsw.gov.au/major-projects/services/subscribe-notifications Track applications on exhibited here: www.planningportal.nsw.gov.au/major-projects/projects?status=Exhibition&lga=All&development_type=All&industry_type=All&case_type=All
Regional planning panels	View applications with the Regional Planning Panels here: www.planningportal.nsw.gov.au/planning-panel
Development assessment	View councils' DA trackers here: www.planningportal.nsw.gov.au/map/council-trackers
Complying development	View the guide to complying development here: www.planning.nsw.gov.au/sites/default/files/2023-02/guide-to-complying-development.pdf
Exempt development	Find more information on exempt development here: www.planning.nsw.gov.au/the-planning-system/development-assessment/planning-approval-pathways/exempt-development



Department of Planning, Housing and Infrastructure

Locked Bag 5022
Parramatta NSW 2124
W: dphi.nsw.gov.au



Date	Meeting	Topic	Who Was Involved
14.09.2026	Catch Up	Managers & Executive	CEO, CFO, MTPS & MPE & Managers
14.09.2026	Projects Meeting Catch Up	Projects within Shire	CFO & MTPS
14.09.2026	Teams Meeting	RAMJO – Regional Revolving Energy Fund Conversation	CEO
15.09.2026	Teams Meeting	Civic Dinner	Mayor & CEO
15.09.2026	Catch Up	Regular Catch Up	Mayor & CEO
15.09.2026	Teams Meeting	IT Transition	CEO & CFO
15.09.2026	Catch Up	Ben Scott Memorial Trail Project	CEO & MTPS
15.09.2026	Council Workshop	Mine Rating	Mayor, CEO, CFO & MTPS
15.09.2026	Council Meeting	Monthly Council Meeting	Mayor, CEO, CFO & MTPS
16.09.2026	Catch Up	After Council Meeting De-Brief with Depot	CEO, CFO & MTPS
16.09.2026	Catch Up	After Council Meeting De-Brief with Council Office	CFO
16.09.2026	Radio Interview	Weekly 3SH Radio Interview	CEO
16.09.2026	Teams Meeting	Grants Commission Methodology Consultation	CEO
16.09.2026	Catch Up	Executive Leaders Regular Meeting	CEO & CFO
16.09.2026	Catch Up	Hostel	Mayor
16.09.2026	Teams Meeting	Balranald & Euston Fortnightly Catch Up	Mayor, CEO
16.09.2026	Catch Up	Minister Jackson	Mayor
17.09.2026	Teams Meeting	Introduction to Harbour Software	CFO
18.09.2026	Catch Up	Hostel Staff Meeting	CEO
21.09.2026	Catch Up	Weekly Manager/Executive Meeting	CEO, CFO, MTPS & MPE & Managers
21.09.2026	Catch Up	Councillor/CEO	CEO
21.09.2026	Teams Meeting	Balranald Retirement Hostel Quality Care Advisory Board Meeting	CEO
21.09.2026	Catch Up	Flood Studies	CEO

Mayor – Cr Louie Zaffina

Chief Executive Officer (CEO) – Mr Terry Dodds PSM

Acting Chief Executive Officer (Acting CEO) – Stephen Blackadder

Chief Financial Officer (CFO) – Ms Edna Mendes

Executive Manager – Community & Governance (EMCG) – Hodi Beauliv

Manager Technical & Project Services (MTPS) – Raju Ranjit

Manager Planning & Environment (MPE) – Cathy Brady-Overington

Date	Meeting	Topic	Who Was Involved
22.09.2026	Catch Up	ESI Team	CEO, EMCG, CFO, MTPS & MPE
23.09.2026	Radio Interview	Weekly 3SH Radio Interview	CEO
23.09.2026	Catch Up	MOR Report	CEO
23.09.2026	Catch Up	Weekly Catch Up	Mayor & CEO
23.09.2026	Teams Meeting	SW REZ	CEO
23.09.2026	TED Meeting	Monthly Tourism Economic Development Advisory Committee Meeting	Mayor & CEO
23.09.2026	Teams Meeting	Cyber Security Capability Partnerships	CFO
24.09.2026	Catch Up	HR Catch Up	CEO
6.8.2026	TED Meeting	Monthly Meeting	EMCG
24.09.2026	SCAIWAC Meeting	Monthly Strengthening Community Access Inclusion & Well-being Advisory Committee	Mayor & CEO
24.09.2026	Catch Up	Kyalite Community	Mayor
24.09.2026	Finance Meeting	Hostel Finance Meeting	CFO
25.09.2026	Catch Up	Euston Flood Study	Mayor
25.09.2026	Western Division	Financial Sustainability Project	CEO
28.09.2026	Catch Up	Weekly Managers/Executive Meeting	CEO, CFO, MTPS & Managers
28.09.2026	Meeting	David Farley – Regional Aviation	Mayor & CEO
28.09.2026	Meeting	Rangers Contract	MTPS
28.09.2026	Catch Up	Hostel Staff	CEO
28.09.2026	Catch Up	Meet the Mayor	Mayor
28.09.2026	Teams Meeting	Capital Projects	CFO, MTPS
29.09.2026	Workshop	Presentation on Terra pave	Mayor, CEO & MTPS
29.09.2026	Catch Up	Weekly Catchup	Mayor & CEO
29.09.2026	Teams Meeting	Balranald Aerodrome Extension	CEO
29.09.2026	Catch Up	Executive Leadership Meeting	CEO & CFO
29.09.2026	Teams Meeting	National Audit Group – Internal Audit	CEO

Mayor – Cr Louie Zaffina

Chief Executive Officer (CEO) – Mr Terry Dodds PSM

Acting Chief Executive Officer (Acting CEO) – Stephen Blackadder

Chief Financial Officer (CFO) – Ms Edna Mendes

Executive Manager – Community & Governance (EMCG) – Hodi Beauliv

Manager Technical & Project Services (MTPS) – Raju Ranjit

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Date	Meeting	Topic	Who Was Involved
29.09.2026	Teams Meeting	Staff Changes	CFO
30.09.2026	Radio Interview	Weekly 3SH Radio Interview	CEO
30.09.2026	Teams Meeting	RDA Orana Response to the NSW Designated area	CFO
30.09.2026	Teams Meeting	Salary System Health Check Catch Up	CEO & CFO
30.09.2026	Teams Meeting	Planning NSW Post Approvals	CEO
30.09.2026	Teams Meeting	Finance Catch Up	CFO
01.10.2026	Teams Meeting	SWREZ Renew Map	CEO
01.10.2026	Teams Meeting	Finance Systems	CFO
01.10.2026	Teams Meeting	SW REZ	CEO
02.10.2026	Teams Meeting	GMAC	CEO
02.10.2026	Teams Meeting	E-Tools Migration Project Planning	CFO
06.10.2026	Catch Up	Regular Weekly Managers/Executive Leadership Meeting	CEO, CFO, MTPS & MPE & Managers
06.10.2026	Catch Up	Regular Catch Up	Mayor & CEO
06.10.2026	Catch Up	ESIG	CEO & MTPS
06.10.2026	Workshop	Council Donations, Subsidies and Financial Assistance Policy	Mayor & CEO
07.10.2026	Radio Interview	Weekly 3SH Radio Interview	CEO
07.10.2026	Catch Up	TfNSW Meeting	Mayor
7.10.2026	Teams Meeting	Ageing Australia – National Residential Aged Care Forum	CEO & CFO
08.10.2026	Teams Meeting	Government Frameworks	CEO & CFO
08.10.2026	Catch Up	MOR Reporting	CEO
08.10.2026	Catch Up	Dr Vitalis	Mayor & CEO
10.10.2026	Teams Meeting	Renewable Energy Touch	CEO
10.10.2026	Teams Meeting	Finance with Auditors	CFO

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

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