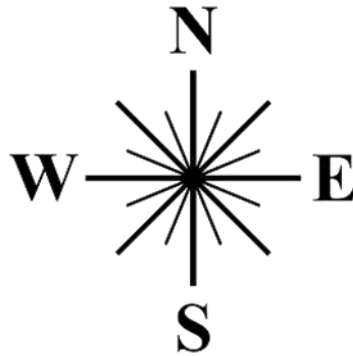


CENTRAL DARLING



SHIRE COUNCIL

ORDINARY COUNCIL MEETING

ATTACHMENTS

WEDNESDAY, 29 JUNE 2022

Table of Contents

| | | |
|------|---|-----|
| 8.1 | Adoption of Draft Operational Plan and Budget 2022-23 | |
| | Attachment 1 Fees & Charges..... | 4 |
| | Attachment 2 Draft Operational Plan 2022 - 2023 | 13 |
| | Attachment 3 Draft Budget 2022-23 Financial Statements & Other Information..... | 89 |
| | Attachment 4 Draft Capital Works Program 2023 | 96 |
| 8.3 | FINANCIAL PERFORMANCE REPORT MAY 2022 | |
| | Attachment 1 Income Statement May 2022 | 100 |
| 8.4 | Adoption of Draft Long Term Financial Plan 2023-2032 | |
| | Attachment 1 Draft Long Term Financial plan 2023-32..... | 101 |
| 8.5 | Council 2021-2022 Current Grants Register | |
| | Attachment 1 Council Current Grants and Contribution Reconciliation | 125 |
| | Attachment 2 Morris & Piper Advisory Monthly Report May 2022..... | 126 |
| 9.1 | Filming in the Shire | |
| | Attachment 1 Filming in the Shire Policy | 129 |
| | Attachment 2 Filming Application Form | 134 |
| | Attachment 3 Template Filming Approval | 142 |
| 9.2 | Community Strategic Plan | |
| | Attachment 1 DRAFT CDSC Advocacy Plan | 143 |
| | Attachment 2 DRAFT CDSC Community Strategic Plan 2022-2032..... | 160 |
| | Attachment 3 DRAFT CDSC Disability Inclusion Action Plan | 207 |
| | Attachment 4 DRAFT Ivanhoe and District Improvement Plan 2022-2032..... | 221 |
| | Attachment 5 DRAFT Menindee and District Improvement Plan 2022-2032..... | 232 |
| | Attachment 6 DRAFT Sunset Strip and District Improvement Plan 2022-2032 | 243 |
| | Attachment 7 DRAFT Tilpa and District Improvement Plan 2022-2032..... | 251 |
| | Attachment 8 DRAFT White Cliffs and District Improvement Plan 2022-2032 | 259 |
| | Attachment 9 DRAFT Wilcannia and District Improvement Plan 2022-2032 | 270 |
| 9.3 | Community Donations Policy | |
| | Attachment 1 Community Grants Policy | 283 |
| 11.2 | Desailly Street Wilcannia | |
| | Attachment 1 Letter from Crown Lands to Council..... | 287 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|---|--------------|----------------|---------|--|
| | Hire of Council Facilities as Approved by Council | | | | |
| | Menindee Community Hall | | | | |
| 1 | Discos, Parties, Presentations, Movies | Day or Night | \$254.55 | \$25.45 | \$280.00 |
| 2 | Supper Room | Day or Night | \$86.36 | \$8.64 | \$95.00 |
| 3 | Club Fundraising Discos-Seniors | Day or Night | \$113.64 | \$11.36 | \$125.00 |
| 4 | Club Fundraising Discos-Juniors | Day or Night | \$59.09 | \$5.91 | \$65.00 |
| 5 | Fundraising-Charities | Day or Night | \$77.27 | \$7.73 | \$85.00 |
| 6 | Government Agencies | Day or Night | \$254.55 | \$25.45 | \$280.00 |
| 7 | Meetings | Day or Night | \$54.55 | \$5.45 | \$60.00 |
| 8 | Bond-Refundable if Hall is cleaned and left in a reasonable condition | Day or Night | \$270.00 | \$0.00 | \$270.00 |
| | Ivanhoe (Committee) | | | | |
| 9 | Hall Hire | Day Rate | \$181.82 | \$18.18 | \$200.00 |
| 10 | Hall Hire | Evening Rate | \$227.27 | \$22.73 | \$250.00 |
| 11 | Bond-Refundable if Hall is cleaned and left in a reasonable condition | Day or Night | \$500.00 | \$0.00 | \$500.00 |
| | White Cliffs Community Hall (Committee) | | | | |
| 12 | Hall Hire | Day or Night | \$100.00 | \$10.00 | \$110.00 |
| 13 | Local Activities (Supper Room) | Day or Night | \$4.55 | \$0.45 | \$5.00 |
| 14 | Local Events (Supper Room) | Day or Night | \$13.64 | \$1.36 | \$15.00 |
| 15 | Supper Room Hire | Day or Night | \$22.73 | \$2.27 | \$25.00 |
| 16 | Hire of Table and Chairs | Day or Night | \$45.45 | \$4.55 | \$50.00 |
| 17 | Rally's/Treks | Per Day | \$100.00 | \$10.00 | \$110.00 |
| | Tilpa Community Hall (Committee) | | | | |
| 18 | Hall Hire | Day or Night | \$45.45 | \$4.55 | \$50.00 |
| 19 | Community Centre Hire-Includes Hall and Kitchen | Day or Night | \$90.91 | \$9.09 | \$100.00 |
| | Wilcannia Community Hall | | | | |
| 20 | Discos, Parties, Presentations, Movies (Inc Kitchen) | Day or Night | \$254.55 | \$25.45 | \$280.00 |
| 21 | Supper Room (Inc Kitchen) | Day or Night | \$86.36 | \$8.64 | \$95.00 |
| 22 | Club Fundraising Discos-Seniors | Day or Night | \$113.64 | \$11.36 | \$125.00 |
| 23 | Club Fundraising Discos-Juniors | Day or Night | \$59.09 | \$5.91 | \$65.00 |
| 24 | Fundraising-Charities-Not For Profits | Day or Night | \$77.27 | \$7.73 | \$85.00 |
| 25 | Meetings | Day or Night | \$59.09 | \$5.91 | \$65.00 |
| 26 | Bond-Refundable if Hall is cleaned and left in a reasonable condition | Day or Night | \$270.00 | \$0.00 | \$270.00 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|--|----------------------|----------------|--------|--|
| | Swimming Pools | | | | |
| 27 | Casual Hirers Fee (All Pools) | Each Event | \$54.55 | \$5.45 | \$60.00 |
| 28 | Family Season Ticket | Season | \$90.91 | \$9.09 | \$100.00 |
| 29 | Wilcannia | Per Person | \$0.91 | \$0.09 | \$1.00 |
| 28 | Ivanhoe | Per Person | \$0.91 | \$0.09 | \$1.00 |
| 29 | Menindee | Per Person | \$0.91 | \$0.09 | \$1.00 |
| 30 | White Cliffs | Per Person | \$0.91 | \$0.09 | \$1.00 |
| | Other (Facilities) | | | | |
| 31 | Hire of BBQ Trailer (Wilcannia Only, pick up from Council Depot) | Per Day | \$59.09 | \$5.91 | \$65.00 |
| 32 | <i>Delivery/Pickup additional \$20 fee will be incurred</i> | Per Hire | \$18.18 | \$1.82 | \$20.00 |
| 33 | Ovals/Parks/Reserves (Excluding not for profit & community events) | \$100.00 Bond | \$59.09 | \$5.91 | \$65.00 |
| 34 | Hire of Wilcannia ATCO's | Per Person/Per Night | \$54.55 | \$5.45 | \$60.00 |
| 35 | Hire of Projector for functions (In Council facilities) | Per Day | \$27.27 | \$2.73 | \$30.00 |
| 36 | Bond - Hire of Projector for functions (In Council facilities) | \$100.00 Bond | \$100.00 | \$0.00 | \$100.00 |
| | Rates | | | | |
| 37 | Rate Enquiry Fee: (Written response to bona fide purchaser or owner) | Per Property | \$68.18 | \$6.82 | \$75.00 |
| 38 | Section 603 Certificate | Per Property | \$85.00 | \$0.00 | \$85.00 |
| 39 | Returned or Dishonoured Payment Fee | Per Transaction | \$40.91 | \$4.09 | \$45.00 |
| 40 | Rates Administration/Refund Fee | Per Transaction | \$18.18 | \$1.82 | \$20.00 |
| | Government Information (Public Access) | | | | |
| 41 | Government Information (Public Access) | Per Application | \$30.00 | \$0.00 | \$30.00 |
| 42 | Application Internal Review | Per Application | \$40.00 | \$0.00 | \$40.00 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|--|----------------|----------------|---------|--|
| | Companion Animals Act (Dogs and Cats) Effective 1st July 1999 NSW Office of Local Government (OLG) advised the Lifetime Registration fees for 2022-23 via Circular 22-16 / 2 June 2022 / A821940. Whilst Lifetime Reistration Fees are collected by Council the fees are determined by and paid to Director General OLG Companion Animals. | | | | |
| | Lifetime Registration | | | | |
| 43 | Dog – Desexed (by relevant age) | Per animal | \$69.00 | \$0.00 | \$69.00 |
| 44 | Dog – Desexed (by relevant age eligible pensioner) | Per animal | \$29.00 | \$0.00 | \$29.00 |
| 45 | Dog – Desexed (sold by pound/shelter) | Per animal | \$0.00 | \$0.00 | \$0.00 |
| 46 | Dog – Not Desexed or Desexed (after relevant age) | Per animal | \$234.00 | \$0.00 | \$234.00 |
| 47 | Dog – Not Desexed (not recommended) | Per animal | \$69.00 | \$0.00 | \$69.00 |
| 48 | Dog – Not Desexed (recognised breeder) | Per animal | \$69.00 | \$0.00 | \$69.00 |
| 49 | Dog – Working or Assistance Animal | Per animal | \$0.00 | \$0.00 | \$0.00 |
| 50 | Cat – Desexed or Not Desexed | Per animal | \$59.00 | \$0.00 | \$59.00 |
| 51 | Cat – Eligible Pensioner | Per animal | \$29.00 | \$0.00 | \$29.00 |
| 52 | Cat – Desexed (sold by pound/shelter) | Per animal | \$0.00 | \$0.00 | \$0.00 |
| 53 | Cat – Not Desexed (not recommended) | Per animal | \$59.00 | \$0.00 | \$59.00 |
| 54 | Cat – Not Desexed (recognised breeder) | Per animal | \$59.00 | \$0.00 | \$59.00 |
| 55 | Late Fee - if the registration fee has not been paid 28 days after the date on which the companion animal is required to be registered | Per animal | \$19.00 | \$0.00 | \$19.00 |
| | Other Animal Related Fees | | | | |
| 56 | Microchip & Implantation | Per M/Chip | \$40.91 | \$4.09 | \$45.00 |
| 57 | Inspection of Dangerous dog facilities | Per inspection | \$136.36 | \$13.64 | \$150.00 |
| 58 | Cat, Dog, Pig-Release Fee | Per release | \$20.00 | \$2.00 | \$22.00 |
| 59 | Release Fee Second Offence | Per release | \$40.00 | \$4.00 | \$44.00 |
| 60 | Maintenance/Sustenance Fee-Per Day | Per animal/day | \$15.00 | \$1.50 | \$16.50 |
| 61 | Goat, Sheep-Release Fee | Per release | \$15.00 | \$1.50 | \$16.50 |
| 62 | Release Fee Second Offence | Per release | \$40.00 | \$4.00 | \$44.00 |
| 63 | Maintenance/Sustenance Fee-Per Day | Per animal/day | \$15.00 | \$1.50 | \$16.50 |
| 64 | Horse, Cattle-Release Fee | Per release | \$60.00 | \$6.00 | \$66.00 |
| 65 | Release Fee Second Offence | Per release | \$85.00 | \$8.50 | \$93.50 |
| 66 | Maintenance/Sustenance Fee-Per Day | Per animal/day | \$25.00 | \$2.50 | \$27.50 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|--|-------------------------|----------------|---------|--|
| | Planning Certificates | | | | |
| 67 | Planning Certificate 10.7 – Part 2 (Formerly 149 (2)) | Per Certificate | \$53.00 | \$0.00 | \$53.00 |
| 68 | Requiring additional information Part 5 (Formerly 149 (5)) | Per Certificate | \$80.00 | \$0.00 | \$80.00 |
| 69 | Certificate Under Section 735A | Per Certificate | \$80.00 | \$0.00 | \$80.00 |
| 70 | Certificate as to Orders 121ZP | Per Certificate | \$40.00 | \$0.00 | \$40.00 |
| 71 | Urgent Fee | Per Certificate | \$68.18 | \$6.82 | \$75.00 |
| | Swimming Pool Inspections | | | | |
| 72 | First Visit | Per inspection | \$136.36 | \$13.64 | \$150.00 |
| 73 | Second Visit | Per inspection | \$90.91 | \$9.09 | \$100.00 |
| | Footway Restaurant Permit | | | | |
| 74 | 1 Table and 4 Chairs | Per Application | \$54.55 | \$5.45 | \$60.00 |
| | Food Premises Inspection | | | | |
| 75 | 1st Inspection | Per inspection | \$54.55 | \$5.45 | \$60.00 |
| 76 | Additional Inspection | Per inspection | \$72.73 | \$7.27 | \$80.00 |
| | Domestic Waste Collection | | | | |
| 77 | Replacement of lost or damaged Wheelie Bin | New Bin | \$95.45 | \$9.55 | \$105.00 |
| 78 | | Second-Hand Bin | \$40.91 | \$4.09 | \$45.00 |
| | Public Cemeteries | | | | |
| 79 | Grave Digging | Per grave | \$409.09 | \$40.91 | \$450.00 |
| 80 | Land for grave under right of burial | Per grave | \$280.00 | \$0.00 | \$280.00 |
| 81 | Surcharge for Grave Digging Out of Hours, Urgent, Out of Cemetery Grounds | Per grave | \$200.00 | \$20.00 | \$220.00 |
| 82 | <i>For out of Cemetery Grounds Council will need to calculate transport costs.</i> | Per grave | By Quote | 10% | By Quote plus GST |
| 83 | Burial Ashes in pre-existing grave | Per burial | \$409.09 | \$40.91 | \$450.00 |
| 84 | Re-Opening and closing of Grave | Per Opening/Closing | \$409.09 | \$40.91 | \$450.00 |
| 85 | Slab removal/replacement prior to re-opening and closing of grave | Per removal/replacement | \$200.00 | \$20.00 | \$220.00 |
| 86 | Weekend Surcharge for re-opening and closing | Per Opening/Closing | \$200.00 | \$20.00 | \$220.00 |
| 87 | Plaque for Memorial Wall (Includes Purchase, Inscription & Installation) | Per plaque | \$136.36 | \$13.64 | \$150.00 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|--|-----------------|-------------------------------------|----------|--|
| | Water Supply | | | | |
| 88 | Water Connection, Tapping fee only per service (standard meter)(Filtered & Raw) | Per Connection | \$681.82 | \$68.18 | \$750.00 |
| 89 | Water Reconnection to existing service per service | Per Connection | \$113.64 | \$11.36 | \$125.00 |
| 90 | Water Reconnection after cut off for non-payment | Per Connection | \$131.82 | \$13.18 | \$145.00 |
| 91 | Special meter reading or testing | Per Request | \$54.55 | \$5.45 | \$60.00 |
| | Sewerage Services | | | | |
| 92 | Connection to Effluent main Minimum includes \$700.00 pump & \$850.00 Labour **Connection fee as stated is the minimum fee applicable to a conduit length no greater than 10m. | Per Connection | \$1,436.36 | \$143.64 | \$1,580.00 |
| 93 | Additional charges will be incurred for conduit length in excess of 10m and be subject to a quotation. | Per Connection | By Quote | 10% | By Quote plus GST |
| | Septic Tank and Chemical Closet | | | | |
| 94 | Septic Tank, Chemical Closet and aerated water system Application | Per Application | \$150.00 | \$0.00 | \$150.00 |
| 95 | Septic Tank: Amended Application | Per Application | \$25.00 | \$0.00 | \$25.00 |
| | Building Certificates | | | | |
| 96 | Per dwelling in building or in any other building on allotment Class 1 and/or 10 Building | Per Certificate | \$250.00 | \$0.00 | \$250.00 |
| 97 | Classes 2-9 (not exceeding 200 sqm) | Per Certificate | \$250.00 | \$0.00 | \$250.00 |
| 98 | Exceeding 200sqm but less than 2000sqm | Per Certificate | \$250 + \$0.50 /sqm over 200 sqm | \$0.00 | \$250 + \$0.50 /sqm over 200 sqm |
| 99 | Exceeding 2000sqm | Per Certificate | \$1,165 + \$0.075 /sqm>2,000sqm | \$0.00 | \$1,165 + \$0.075 /sqm>2,000sqm |
| 100 | Additional Inspection | Per Inspection | \$81.82 | \$8.18 | \$90.00 |
| 101 | Occupation Certificate | Per Certificate | \$90.00 | \$0.00 | \$90.00 |
| 102 | Building Surveyor Certificate search of records> 2yrs Copy of Building Plans | Per Search | \$60.00 | \$0.00 | \$60.00 |
| 103 | Swimming Pool | Per Certificate | \$200.00 | \$0.00 | \$200.00 |
| 104 | Commercial Change of Use: | Per Certificate | \$200.00 | \$0.00 | \$200.00 |
| 105 | Bed & Breakfast | Per Certificate | \$200.00 | \$0.00 | \$200.00 |
| 106 | Activity Approvals | Per Certificate | \$20.00 | \$0.00 | \$20.00 |
| 107 | Maintenance/Handywork/private works | Per Hour | \$54.55 | \$5.45 | \$60.00 |

| Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|----------|--|--|--------------------------------|--------|--|
| | Development Applications | | | | |
| | Basic Development Applications: | | | | |
| 108 | Estimated cost up to \$5000 | Per Application | \$110.00 | \$0.00 | \$110.00 |
| 109 | \$170.00, plus an additional \$3 for each \$1,000 or part thereof of the by which the estimated cost exceeds \$5,000 | Per Application | \$170.00 | \$0.00 | \$170.00 |
| 110 | \$352, plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000 | Per Application | \$352.00 | \$0.00 | \$352.00 |
| 111 | \$1,160 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000 | Per Application | \$1,160.00 | \$0.00 | \$1,160.00 |
| 109 | \$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated costs exceeds \$500,000 | Per Application | \$1,745.00 | \$0.00 | \$1,745.00 |
| 110 | \$2,615 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000 | Per Application | \$2,615.00 | \$0.00 | \$2,615.00 |
| 111 | \$15875 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000 | Per Application | \$15,875.00 | \$0.00 | \$15,875.00 |
| 112 | Erection of Dwelling House \$100,000 or less | Per Application | \$455.00 | \$0.00 | \$455.00 |
| 113 | Application for Demolition | Per Application | \$110.00 | \$0.00 | \$110.00 |
| 114 | Development not involving a dwelling or subdivision | Per Application | \$285.00 | \$0.00 | \$285.00 |
| 115 | Subdivision-Opening a public road | + \$65 additional lot | \$665.00+ \$65 additional lot | \$0.00 | \$665.00 + \$65 additional lot |
| 116 | Subdivision-Not opening a public road | + \$53 additional lot | \$330.00 + \$53 additional lot | \$0.00 | \$330.00 + \$53 additional lot |
| 117 | Designated Development | Per Application plus above other fees | \$920.00 | \$0.00 | \$920.00 |
| 118 | Lodgement of Complying Development Certificate | Per Application | | | |
| 119 | Advertising Developments-Designated | Per Application | \$2,220.00 | \$0.00 | \$2,220.00 |
| 120 | Advertising Developments-Advertised, prohibited or under LEP/DCP | Per Application | \$1,105.00 | \$0.00 | \$1,105.00 |
| 121 | Development requiring Concurrence | Per Application | \$250.00 | \$0.00 | \$250.00 |
| 122 | Integrated Development | Per Application | \$250.00 | \$0.00 | \$250.00 |
| 123 | Plan FIRST Fee (Over \$50,000) | Per Application | \$0.64 per extra \$1,000 | \$0.00 | \$0.64 per extra \$1,000 |
| 124 | Long Service Levy (Over \$25,000) | Percentage of estimated value of works | 0.35% of value of works | \$0.00 | 0.35% of value of works |

| e Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|------------|---|-------------------------|---------------------------------|---------|--|
| | Constructions Certificate Application Fees | | | | |
| 125 | Not Exceeding \$5,000 | Per Application | \$79.00 | \$0.00 | \$79.00 |
| 126 | From \$5,001 to < \$250,000 | Per Application | \$40 + 0.43% of building cost. | \$0.00 | \$40 + 0.43% of building cost. |
| 127 | More than \$250,000 | Per Application | \$490 + 0.12% of building cost. | \$0.00 | \$490 + 0.12% of building cost. |
| | Reinstatement Fees | | | | |
| 128 | Road Opening (roads or footpaths) | service - unsealed | \$454.55 | \$45.45 | \$500.00 |
| 129 | | service - sealed | \$681.82 | \$68.18 | \$750.00 |
| 130 | Restoration of Road or Footpath | Minimum Charge/m | \$54.55 | \$5.45 | \$60.00 |
| 131 | | Bitumen/m | \$81.82 | \$8.18 | \$90.00 |
| 132 | | Concrete/m | \$118.18 | \$11.82 | \$130.00 |
| | Caravan Park Tariffs | | | | |
| | White Cliffs Caravan Park | | | | |
| 133 | Unpowered Campsite | Daily | \$18.18 | \$1.82 | \$20.00 |
| 134 | | Additional Person/Daily | \$4.55 | \$0.45 | \$5.00 |
| 135 | Powered Site-Double | Daily | \$22.73 | \$2.27 | \$25.00 |
| 136 | | Additional Person/Daily | \$6.36 | \$0.64 | \$7.00 |
| 137 | Cabins (Sleeps 4) | Daily | \$31.82 | \$3.18 | \$35.00 |
| 138 | Shower Only | Per 5 Mins | \$0.91 | \$0.09 | \$1.00 |
| | Victory Park Caravan Park (Wilcannia) | | | | |
| 139 | Unpowered Campsite | Daily | \$13.64 | \$1.36 | \$15.00 |
| 140 | Powered Site | Daily | \$22.73 | \$2.27 | \$25.00 |
| 141 | Shower Only | Per 5 Mins | \$4.55 | \$0.45 | \$5.00 |

| e Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|------------|---|--------------------|----------------|---------|--|
| | Ivanhoe/Menindee/Wilcannia Waste Depot Fees | | | | |
| | Council has determined to discontinue to charge gate fees for it's waste management facilities for domestic refuse. However, business, commercial and industrial waste will continue to attract fees for waste disposal at the waste management facilities. | | | | |
| 142 | Truck/Bin/Trailer - up to 1 m3 | 1st 1 m3 | \$45.45 | \$4.55 | \$50.00 |
| 143 | - per m3 over 1st 1 m3 | per m3 | \$9.09 | \$0.91 | \$10.00 |
| 144 | Dumping of car bodies | Per Body | \$18.18 | \$1.82 | \$20.00 |
| 145 | Septic Tank Contents | Per Septic Tank | \$36.36 | \$3.64 | \$40.00 |
| 146 | Asbestos (plastic wrapped and labelled) Part thereof Asbestos - requires prior Council Consent | Per m ³ | \$318.18 | \$31.82 | \$350.00 |
| 147 | Animal Carcass | Per Carcass | \$18.18 | \$1.82 | \$20.00 |
| 148 | Motorbike / Car Tyre | Per Tyre | \$9.09 | \$0.91 | \$10.00 |
| 149 | Truck / Tractor Tyre | Per Tyre | \$18.18 | \$1.82 | \$20.00 |
| | Ivanhoe Multi Service Outlet - Menindee Rural Transaction Centre - Wilcannia Local Post Office Printing/Scanning | | | | |
| 150 | Scanning | Per Page | \$0.27 | \$0.03 | \$0.30 |
| 151 | Printing-Black and white text | Per Page | \$0.36 | \$0.04 | \$0.40 |
| 152 | Printing-Black and white text - With Own Paper | Per Page | \$0.14 | \$0.01 | \$0.15 |
| 153 | Black and white text + graphics being less than 1/4 of page | Per Page | \$0.91 | \$0.09 | \$1.00 |
| 154 | All other black and white graphics | Per Page | \$1.82 | \$0.18 | \$2.00 |
| 155 | Coloured graphics (pictures) | 1/2 Page | \$1.82 | \$0.18 | \$2.00 |
| 156 | Coloured graphics (pictures) | Per Page | \$4.18 | \$0.42 | \$4.60 |
| 157 | Coloured text and graphics with graphics being less than 1/4 of page | Per Page | \$1.45 | \$0.15 | \$1.60 |
| 158 | photographic printing A4 | Per Page | \$4.18 | \$0.42 | \$4.60 |
| 159 | Photocopying Black and White-A4 (Unassisted) | Per Page | \$0.36 | \$0.04 | \$0.40 |
| 160 | Photocopying Colour-A4 (Wilcannia Only) | Per Page | \$4.36 | \$0.44 | \$4.80 |
| 161 | Photocopying Black and White-A3 (Unassisted) | Per Page | \$0.36 | \$0.04 | \$0.40 |
| 162 | FAX Transmission | Per Page | \$1.82 | \$0.18 | \$2.00 |
| 163 | Receive | Per Page | \$0.36 | \$0.04 | \$0.40 |
| 164 | Laminating A4 | Per Page | \$1.82 | \$0.18 | \$2.00 |
| 165 | A3 | Per Page | \$3.64 | \$0.36 | \$4.00 |
| 166 | Binding-Per A4 Book Binding | Up to 100 Sheets | \$2.36 | \$0.24 | \$2.60 |
| 167 | | 100-250 Sheets | \$3.27 | \$0.33 | \$3.60 |
| 168 | | 250-500 Sheets | \$4.18 | \$0.42 | \$4.60 |
| 169 | Secretarial Assistance | Per Hour | \$36.36 | \$3.64 | \$40.00 |
| 170 | | Per Day (8Hrs) | \$72.73 | \$7.27 | \$80.00 |

| e Item No. | Title of Fee Charge | Unit Rate | 2022-23 Charge | GST | 2022-23 Charge incl GST where applicable |
|------------|---|-----------------------|----------------|---------|--|
| | Menindee Rural Transaction Centre – Ivanhoe Multi Service Outlet | | | | |
| | VENUE HIRE Meeting/Function room | | | | |
| 171 | Room Only | Per Hour | \$18.18 | \$1.82 | \$20.00 |
| 172 | | Per Day (8Hrs) | \$136.36 | \$13.64 | \$150.00 |
| 173 | | Per Week (5 Days) | \$454.55 | \$45.45 | \$500.00 |
| 174 | Computer/Internet in room | /hour + \$14.00 Setup | \$5.45 | \$0.55 | \$6.00 |
| 175 | Data Projector | Per Day | \$27.27 | \$2.73 | \$30.00 |
| 176 | PA System | Per Day | \$22.73 | \$2.27 | \$25.00 |
| | <i>Catering Contacts Available</i> | | | | |
| | Plant Hire Rates | | | | |
| | * Includes Operator | | | | |
| 177 | Backhoe/Loader * | Per Hour | \$145.45 | \$14.55 | \$160.00 |
| 178 | Loader * | Per Hour | \$145.45 | \$14.55 | \$160.00 |
| 179 | Excavator * | Per Hour | \$109.09 | \$10.91 | \$120.00 |
| 180 | Forklift * | Per Hour | \$72.73 | \$7.27 | \$80.00 |
| 181 | Lawnmowers – Ride On * | Per Hour | \$54.55 | \$5.45 | \$60.00 |
| 182 | Mobile Toilets * | Per Day | \$54.55 | \$5.45 | \$60.00 |
| 183 | Skid Steer Loaders * | Per Hour | \$109.09 | \$10.91 | \$120.00 |
| 184 | Skid Steer Attachment * | Per Hour | \$9.09 | \$0.91 | \$10.00 |
| 185 | Tractor 4WD * | Per Hour | \$109.09 | \$10.91 | \$120.00 |
| 186 | Tractor Attachment * | Per Hour | \$9.09 | \$0.91 | \$10.00 |
| 187 | Trucks – Light * | Per Hour | \$72.73 | \$7.27 | \$80.00 |
| 188 | | Per Kilometre | \$0.77 | \$0.08 | \$0.85 |
| 189 | Trucks – Medium Rigid * | Per Hour | \$109.09 | \$10.91 | \$120.00 |
| 190 | | Per Kilometre | \$0.77 | \$0.08 | \$0.85 |
| 191 | Trailers – Standard | Per Day | \$54.55 | \$5.45 | \$60.00 |
| 192 | Car Trailer | Per Day | \$90.91 | \$9.09 | \$100.00 |



Operational Plan and Budget

2022 - 2023



| Contents | Page |
|---|------|
| The Integrated Planning and Reporting framework | |
| Central Darling Shire Operational Plan 2021-23 | |
| 1. Community and Culture | |
| 2. Natural Environment | |
| 3. Local Economy | |
| 4. Rural and Urban Land Use | |



5. Infrastructure and Services
6. Local and Regional Governance



The Integrated Planning and Reporting Framework

As part of the New South Wales Government's commitment to a strong and sustainable local government system, legislation was enacted in October 2009 that introduced a planning reporting tool for local government known as the Integrated Planning and Reporting (IP&R) framework.

The following diagram identifies the various components of the integrated planning and reporting framework and how they are linked to each other.

Documents in the IP&R Framework

| STRATEGY/PLAN | PURPOSE | CURRENCY/ EXPIRY |
|---------------------------------------|--|------------------|
| Community Strategic Plan (CSP) | Peak plan providing public, private and non-government agencies, local community and other stakeholders with priority issues to address and goals for achievement in the longer term | 10 years |
| Resourcing Strategy: | Strategy comprising three plans (see below) to ensure Council is able to adequately resource its ongoing activities and operations whilst working towards the CSP's long-term goals | |
| - Long Term Financial Plan | Plan documenting Council's projected income and expenditure and modelling to ensure long-term financial sustainability | 10 years |
| - Asset Management Plan | Plan providing a comprehensive account of the service standards and maintenance requirements and schedules for all council assets. | 10 years |
| - Workforce Management Plan | Plan identifying Council's anticipated human resource priorities and activities to meet the goals and targets of the Delivery Program | 4 years |
| Delivery Program | Plan documenting Council activities, projects and initiatives during each Council term, to | 4 years |



| | | |
|-------------------------|--|--------|
| | work towards the long-term goals and targets described in CSP | |
| Operational Plan | Annual plan programming ongoing activities, projects and initiatives and budget to achieve Delivery Program goals and targets | 1 year |
| Annual Report | Report documenting Council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan | 1 year |

The following diagram identifies the various components of the IP&R framework and how they are linked to each other.





The Central Darling Shire Operational Plan and Budget

This This Operational Plan and Budget is renewed on an annual basis. It is structurally aligned with the Community Strategic Plan and Delivery Program and should be read in reference to these other plans.

It provides a detailed account of annual actions and planned expenditure that Council will undertake in working towards the long term goals in the Community Strategic Plan.

The Operational Plan also includes a detailed annual budget and financial statements, and an account of Council's fees and charges to be set for the financial year.



Central Darling Shire Council Delivery Program 2022 – 2026



Focus area 1: Community and Culture

Community priority – Housing

Our long-term goal for housing: *There is an adequate supply of diverse, well-built and well-maintained housing across the Shire that are appropriate for local environmental conditions and reflect the needs of our communities through all stages of life.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------------------------|--|--|---|
| Council houses (staff accommodation) | Maintain council housing to ensure all houses are habitable and in good condition | Director Shire Services | All staff housing is habitable and occupied. |
| Council's social housing | Maintain council's social housing stock in Menindee to ensure all houses are habitable and in good condition | Director Shire Services/Works Supervisor | All council-owned social housing is habitable and occupied. |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|-----------------|------------------------------------|---|
| Investigate the sale of social housing in Menindee | General Manager | FY 23 | Sale of council-owned social housing in Menindee is completed |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-------------------------|------------------------------------|---|
| Investigate the sale of surplus Council owned land for future development | Director Shire Services | FY 23 | Land identified for sale for future development |

Community priority – Services and facilities for families and communities

Our long-term goal for services and facilities for families and communities: *We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of families and communities across the council area.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|---|------------------------------|---|
| Community information | Community information is developed and distributed appropriately and in a timely manner | Community Engagement Officer | Up to date & relevant information provided to the community through all connected media outlets |
| Community centre operations (community halls etc.) | Community halls are well maintained and accessible for council and community activities | Administration Officer | Community halls are maintained and accessible for council and community activities |

New initiatives



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|----------------|------------------------------------|--|
| Advocate for an increase in services and facilities to address mental health issues in families and communities throughout the shire. | Council | FY 23 ongoing | Increased services and facilities that provide mental health support and assistance to families and communities throughout the shire. |
| Advocate for an increase in services and facilities to address drug and alcohol issues in families and communities throughout the shire | Council | FY 23 ongoing | Increased services and facilities that provide drug and alcohol issues support and assistance to families and communities throughout the shire |
| Advocate for an increase in services and facilities to address domestic violence issues in families and communities throughout the shire | Council | FY 23 ongoing | Increased services and facilities that provide domestic violence support and assistance to families and communities throughout the shire |



Community priority – Services and facilities for children and young people

Our long-term goal for services and facilities for children young people: *We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of our children and young people.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------|--|-----------------|--|
| Youth Services | Continue support for the PCYC in Wilcannia | General Manager | Appropriate ongoing support is provided by council |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|--|---------------------------------------|--|
| Advocate for after-hours activities for young people to reduce the incidence of crime and antisocial behaviour | General Manager Director, Business Services | FY 23 ongoing | Increase in after-hours activities for young people |
| Advocate for expansion of PCYC or similar programs in Menindee and Ivanhoe | General Manager Director, Business Services | FY 23 ongoing | PCYC established in Menindee and Ivanhoe |
| Work with the NSW DET in providing arts and culture programs for young people | General Manager Director, Business Services | FY 23 ongoing | Increase in the number of arts and culture programs available locally for young people |



Community priority — Services and facilities for an aging population

Our long-term goal for services and support for an aging population: *We have a range of local services and facilities that meet the needs of an aging population.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------|-----------------|----------------|------------------------|
| NIL | | | |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-----------------|------------------------------------|--|
| Advocate for the establishment of local aged care accommodation | General Manager | FY 23 ongoing | Permanent and/or respite aged care accommodation is established in Wilcannia, Menindee, Ivanhoe and White Cliffs |



Community priority – Local sport and recreation

Our long term goal for local sport and recreation: *Our communities have access to a range of local community-based organised and team sports and well maintained sporting and recreational facilities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|--|--------------------------|--|
| Swimming pool management and maintenance | Continue to operate public swimming pools in Wilcannia, Menindee, Ivanhoe and White Cliffs and ensure pools are accessible during advertised opening times | Environmental Engineer | Swimming pools are accessible at all times during planned opening hours |
| Sports field management and maintenance | Ensure that sports fields and associated facilities are well maintained and accessible to local communities | Works Supervisor | Sports fields and associated facilities are open and accessible as publicly advertised |
| Pump tracks | Use secured grant funding to construct pump tracks in Wilcannia, Menindee, Ivanhoe and White Cliffs | Building Project Manager | All pump tracks constructed and accessible by FY23 |

**New initiatives**

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|--------------------------|--|---|
| Upgrade of club rooms at Ivanhoe sports ground | Director, Shire Services | FY 24 | Club rooms are upgraded and accessible to the Ivanhoe community |
| Installation of irrigation system at Ivanhoe sports ground | Director, Shire Services | FY 24 | Irrigation system is installed and operational |
| Construct a netball court in Menindee | Director, Shire Services | FY 24 | Netball court is constructed and accessible to the Menindee community |
| Install outdoor gym equipment in local towns | Director, Shire Services | FY 24 | Outdoor gym equipment is installed and accessible to communities across the shire |



Community priority – Community events

Our long-term goal for community events: *Communities across the Shire are supported and strengthened by a range of well-organised community events.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|------------------------------|---|-----------------|--|
| Australia Day | Continue to organise and manage Australia Day, Community Awards and community events across the shire | General manager | Australia Day events are organised and managed across the shire |
| Community grants and funding | Provide ongoing support to shire communities in seeking grants and funding for local community events | General Manager | Grants and funding are sourced and secured by local community groups. FY 23 ongoing |

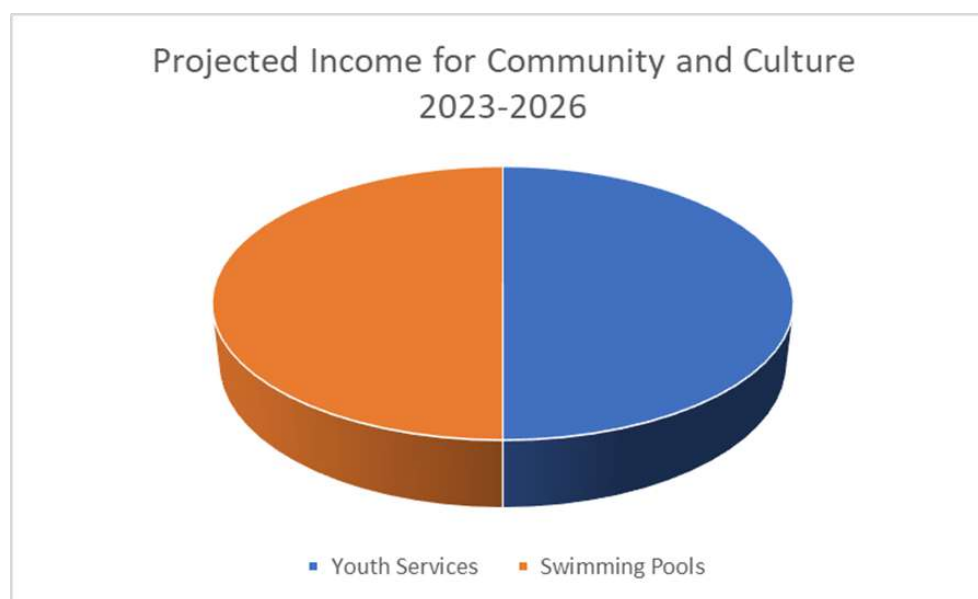
New initiatives

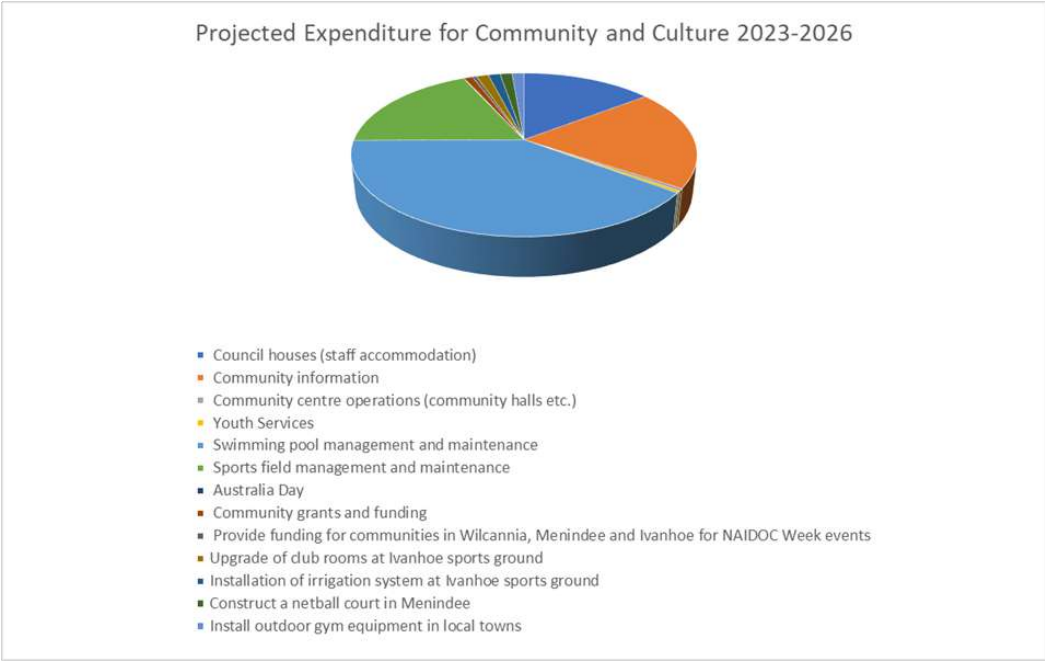
| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-----------------|------------------------------------|---|
| Provide funding for communities in Wilcannia, Menindee and Ivanhoe for NAIDOC Week events | General Manager | FY 23 ongoing | NAIDOC Week events are organised and managed in Wilcannia, Menindee and Ivanhoe with funding support from council |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|------------------------------|------------------------------------|---|
| Source funding to support local community events | Council & General Manager | FY 23 ongoing | Funding is sourced by council to support local community events |
| Collaborate with external providers to stage local events | Community Engagement Officer | FY 23 ongoing | Community events staged as planned |

RESOURCING - COMMUNITY AND CULTURE







Focus area 2. Local and Regional Governance

Community priority – Shire governance

Our long-term goal for Shire governance: *Governance of Central Darling Shire is based on sound principles and practices and is representative of community needs, interests and priorities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|---|--|--|
| Council and committee support | Support 355 committees & local community committees | Director Business Services | All committees functioning as required |
| Organisational planning and reporting | Report on legislative, statutory & regulatory requirements ie GIPA | Governance officer | All reports lodged on time |
| Community consultation and participation | Report on legislative, statutory & regulatory requirements | Governance officer General Manager Directors | All reports lodged on time An ongoing culture of engagement to inform and aid in Council decision making |
| Human resources management | Implement HR Framework & Workplace Plan Implement organisation cultural change program | Human Resources Officer | Delivery of plans by FY 23 and ongoing Sound organisational health that has a culture which provides accountability |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|---------------------------------|---|---|--|
| | | | transparency, innovation and achievement. |
| Occupational health and safety | Delivery of WHS Strategic Management Plan ongoing | WH&S Officer | Meet all legislative, statutory & regulatory requirements |
| Information technology services | Implement 3 year ICT Plan | Director Business Services | Completion of plan as per milestones by FY 24 |
| Record management services | Implement CM10 processes and procedures | Director Business Services | Completion of plan as per milestones by FY 24 |
| Governance | Report on legislative, statutory & regulatory requirements | General Manager | Meet all legislative, statutory & regulatory requirements within the required timeframes |
| Complaints handling | Investigate all internal & external complaints as per the council policy. | General Manager, Director Business Services | All complaints resolved as per Council policy. |
| Customer Services counter | Investigate all external customer queries as per the council policy. | Director Business Services | All queries resolved as per Council policy |
| Staff recruitment | Recruit to vacant positions | Human Resource Officer | All positions are filled. |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|-----------------------------|--|----------------------------|--|
| Facilities bookings | Take council facility bookings as requested by community | Director Business Services | Facilities are made available to the community as requested. |
| Auditing | Internal & external | Finance Manager | Completion and implementation of audits. |
| Financial management | Cash flow; general ledger; project ledger; internal control; budget; LTFP; | Finance Manager | Ease of use, relevance and implementation, reporting on debt management and sustainability |
| Financial reporting | Statutory & council reporting | Finance Manager | Completion and implementation |
| Rates | Calculation statement issue debt collection | Finance Manager | Completion |
| General accounting services | Accts payable, receivable, GST FBT, | Finance Manager | Completion |
| Payroll | Wages; tax; superannuation; reporting | Finance Manager | Completion |
| Insurance | Annual renewal process & update | Director Business Services | Completion of annual renewals |
| Risk management | Maintain & Update BCP & Risk management plan | Director Business Services | BCP & Risk Register regularly updated & |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|---|--|--|--|
| | | | maintained, regular quarterly meeting of ARIC |
| Post Office | Provide postal & Services NSW to the community(Which community) | Director Business Services | Meet statutory requirements by Australia Post & Service NSW |
| Council Employees | Provide a safe work environment | General Manager | Staff are actively engaged in the workplace. |
| Cemetery Management | Provide administrative & physical cemetery services to the community | Director Shire Services & Director Business Services | Uninterrupted services provided to community |
| Health and Building Compliance Should read Environmental Assessment and Planning | Provide Health & Building compliance as per statutory requirements | Senior Planner; Environmental Engineer | Reporting as per legislative statutory requirements |
| Development assessment | Provide planning approval & building services | Senior Planner | Development applications processes as per legislative requirements |
| Issue of Section 10.7 Certificates | Delivery of service for issuing certificates. | Senior Planner | Certificates issued as per legislative requirements |
| Emergency Management | Support LEMC | General Manager Director Shire Services | Functioning LEMC- planning and responding to emergency situations |



New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|----------------------------------|------------------------------------|--|
| Provide input into state government processes and decision-making to establish a new governance model for the shire | General Manager Administrator | FY 23-24 | Advice and input provided by council in a timely manner, based on current operational information and feedback from local communities. |
| Investigate business intelligence solutions to aid council's activities in financial management, human resources, delegations, asset management, policies and procedures and governance; WH&S | MANEX | FY 23 ongoing | Undertake investigations and implement when necessary |
| Promotion of services on website | Community Engagement Officer | FY 23 ongoing | Detailed information about council services is accessible on council's website |
| Develop a policy register for council | General Manager | FY 23 ongoing | All council policies are recorded and all legislative requirements are met |
| Make all council policies available on council's website | Community Engagement Officer | FY 23 ongoing | All council policies are accessible on council's website |
| Develop an 'Access to Information' page on council's website | Community Engagement Officer | FY 23 ongoing | GIPA requirements met in line with OIPC recommendation |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-----------------|------------------------------------|--|
| Develop a Customer Service Charter for council | General Manager | FY 23 ongoing | Customer service charter is adopted by council and operational |
| Develop a complaints management system for council | General Manager | FY 23 ongoing | An appropriate complaints management system is adopted by council and operational |
| Develop an Agency Information Guide for council | General Manager | FY 23 ongoing | Annual Agency Information Guide and associated website resources are adopted by council and approved by OIPC |
| A Reconciliation Action Plan is developed for council | General Manager | FY 23 ongoing | Reconciliation Action Plan is adopted by council and endorsed by Reconciliation NSW |

Community priority – Aboriginal communities' decision-making and representation

Our long-term goal for Aboriginal communities' decision-making and representation: *Aboriginal communities within the Shire participate in planning and decision-making on issues that affect them.*

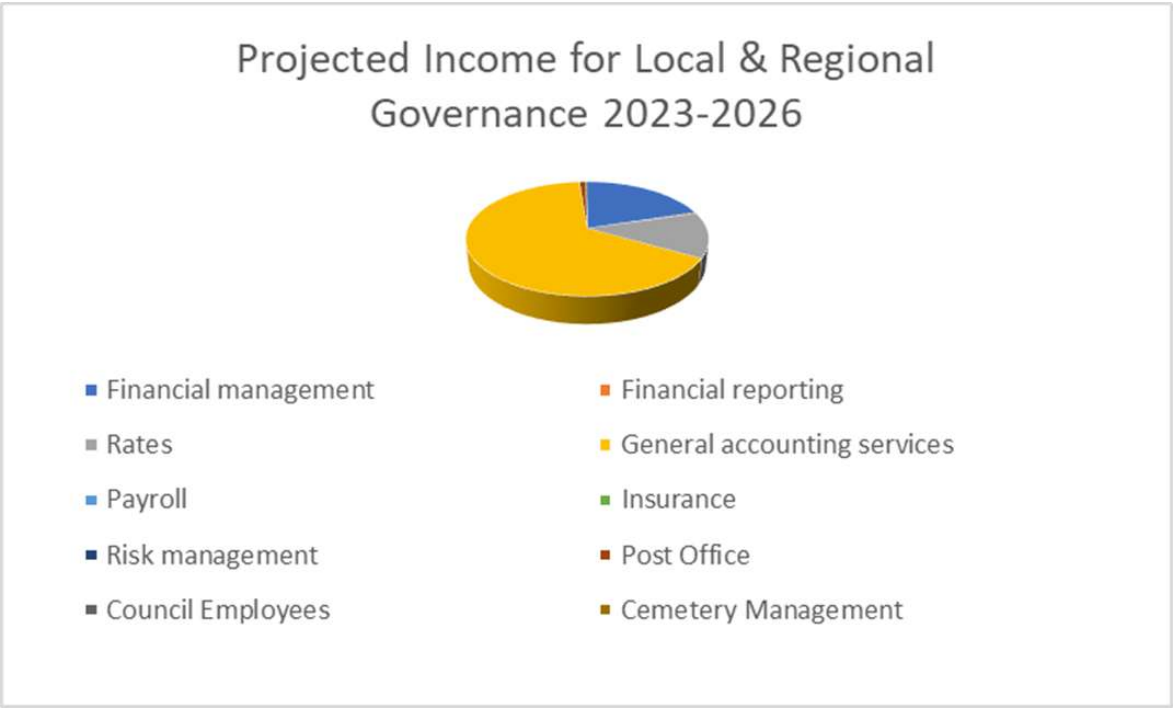
Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------|-----------------|----------------|------------------------|
| NIL | | | |

**New initiatives**

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-----------------------|--|--|
| Advocate for equity to ensure Aboriginal communities participation in identifying and establishing a new governance model for the shire | General Manager | FY 23 ongoing | Undertake consultation with Aboriginal community |
| Engagement of an Aboriginal Liaison Officer for council | General Manager | FY 24 | Engagement of Aboriginal Liaison Officer |

RESOURCING – LOCAL AND REGIONAL GOVERNANCE







Focus area 3. Natural Environment

Community priority – The Baaka / Darling River, Menindee Lakes and Willandra Creek

Our long-term goals for the Baaka / Darling River, Menindee Lakes and Willandra Creek: *The Baaka / Darling River, Menindee Lakes and Willandra Creek have an adequate flow of water to ensure they are clean, well-stocked with a range of fish species and are safe and attractive locations for cultural and recreational activities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|---------------------------|--|-------------------------|--|
| Community access to water | Council continues to advocate for the water needs and rights of the Lower Darling River shire communities through membership of agencies and associations including the Murray Darling Basin Authority, the Menindee SDL Working Party, the Murray Darling Association, the Australian Floodplain Association and the Barwon Darling Consumer Action Group | Council/General Manager | Membership of appropriate organisations to advocate to state & federal governments |

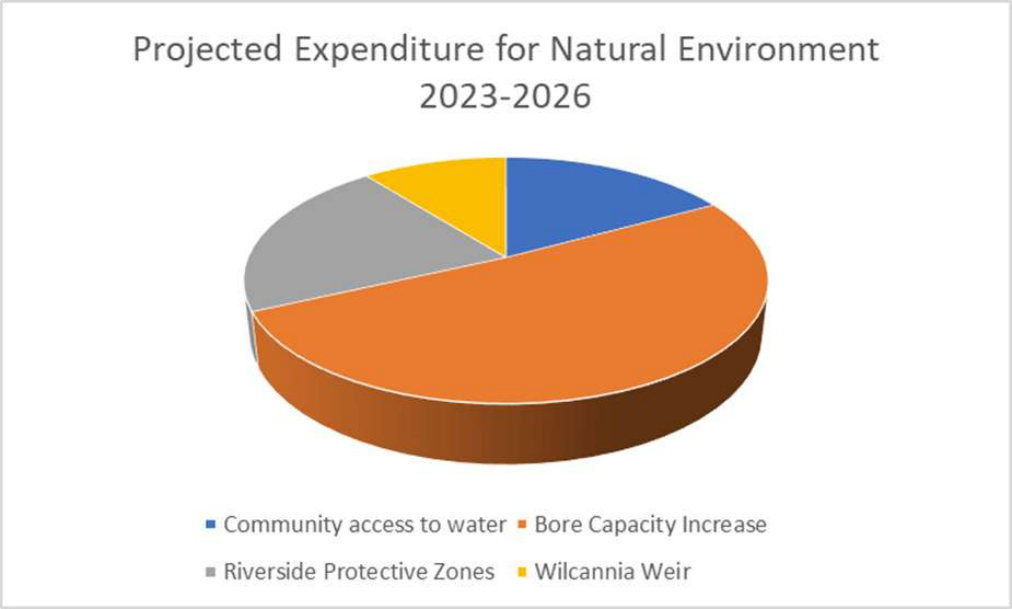


New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|--|------------------------------------|--|
| Increase the capacity of existing bores to ensure secure water supplies for all towns within the shire | Director Shire Services | FY 26 | Output from existing water bores is increased |
| Create protection zones along the river to preserve the riverside environment and Aboriginal cultural heritage near Wilcannia and Menindee. | Council General Manager | FY26 | Protection zones are created and local communities are kept informed |
| Work with NSW Water to facilitate the construction of Wilcannia weir | General Manager Director Shire Services | FY 24 | Completion of construction of weir |
| Construction of new water treatment plants for Wilcannia, White Cliffs and Ivanhoe | Director Shire Services | FY 23 | Completion of construction of Treatment Plants |
| Advocate for the development and adoption of the Lower Darling Floodplain Management Plan | Administrator General Manager | FY24 | Initiation of the Lower Darling Floodplain Management Plan |



RESOURCING - NATURAL ENVIRONMENT





Focus area 4. Local Economy

Community priority – Employment

Our goal for employment: *People living in the Shire have access to local employment opportunities in public, private and non-government sector agencies and activities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|----------------------|--|------------------------|---|
| Council traineeships | Establish traineeships in council in partnership with NIAA | Human Resource Officer | NIAA partnership is operational Traineeship positions are created and filled |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|----------------|------------------------------------|--|
| Explore opportunities to engage with local communities to build awareness of career opportunities in local government | Council | FY26 | Regular community information provided |
| Work with local business and industry to identify skills gaps in local communities and to create relevant training opportunities in partnership with TAFE and other organisations | Council | FY26 | Community workforce plan will be developed and in place. |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|------------------------|------------------------------------|---|
| Develop staff attraction and retention programs within council | Human Resource Officer | FY26 | Development and implementation of programs |
| Establish school-based traineeships to provide career paths into council for school leavers | Human Resource Officer | FY26 | Implementation of program |
| Reinstate local contracts for property maintenance including building repairs, gardening, etc. | Council | FY26 | Local contractors engaged in property maintenance |
| Identify and expand employment opportunities in local tourism, home services, maintenance, etc. | Council | FY26 | Identification of additional employment opportunities |
| Identify and establish employment paths for local young people and others of employment age. | Council | FY26 | Identification of additional employment opportunities |
| Encourage sustainable tourism initiatives which create employment and grows the local economy | General Manager | | Enterprises established |



Community priority – Access to fresh produce and retail choices

Our long-term goal for access to fresh produce and retail choices: *Communities across the Shire have local access to affordable fresh produce and choice in local retail outlets.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------|--|----------------------------|--|
| Outback Stores | Assist in promoting the establishment of Outback Stores retail outlets for Wilcannia and Ivanhoe | Council General Manager | Outback Stores retail outlets are operational in Wilcannia and Ivanhoe |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|----------------------------|------------------------------------|--|
| Facilitate and support new retail initiatives across the shire including market days and new small businesses | Council General Manager | FY26 | New retail initiatives are supported and promoted by council |



Community priority – Tourism

Our long-term goal for tourism: *The Shire is host to a range of services, attractions and activities that support and grow local tourism.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|---|---|--------------------------------|--|
| Caravan park management | Provide & maintain high standard of caravan park services | Deputy Director Shire Services | Functioning & well maintained caravan park |
| Joint Organisation tourism activities | Participate in Far West Joint Organisation tourism initiatives and activities | General Manager | Ongoing participation in JO tourism initiatives and activities |
| Destination Country and Outback tourism promotion | Participate in Destination Country and Outback tourism initiatives | General Manager | Ongoing participation in Country and Outback tourism initiatives |
| Local tourism activities and promotion | Provide support to local tourism committees and activities | General Manager | Respond to requests for support from committees |
| Menindee Art Trail | Facilitate the installation of a local art trail in Menindee in partnership with Menindee Central School | General Manager | Menindee Art Trail is identified and established. |
| Aboriginal tourism | Support and promote the establishment of new Aboriginal tourism businesses and build the capacity of existing | General Manager | Aboriginal tourism businesses in operation and promoted |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|----------------------------------|---|-----------------------------|--|
| | businesses | | |
| Digital technologies for tourism | Identify and pursue opportunities to use digital technologies to promote tourism across the shire | Director, Business Services | Digital technology is available to promote tourism across the shire. |
| Tourism infrastructure | Identify future infrastructure needs to accommodate increased tourism | Director Shire Services | Implement tourism infrastructure as identified. |
| Baaka Cultural Centre | Continue to provide support for the establishment of the Baaka Cultural Centre in Wilcannia | General Manager | Establishment of a functioning and operational Baaka Centre |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|-----------------|------------------------------------|---|
| Participate in the development of a Destination Management Plan for the Far West | General Manager | FY24 | Destination Management Plan in place |
| Develop a CDSC Tourism Action Plan based on the Far West Destination Management Plan | General Manager | FY25 | Implementation of CDSC Tourism Action Plan |
| Develop a Destination Management Plan for the shire | General Manager | FY25 | Implementation of Destination Management Plan |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|---------------------------------|------------------------------------|---|
| Construct improved tourism parking and amenities in Ivanhoe | Director Shire Services | FY25 | Implementation of improved tourism parking and amenities in Ivanhoe |
| Provide training for young Aboriginal people to prepare them for work in the local tourism industry | Council General Manager | FY26 | Young aboriginal people are employment ready for the local tourism industry |
| Develop a portal on council's website for local tourism information | Community Engagement Officer | FY 23 ongoing | Comprehensive local tourism information is available on council's website |

Community priority – Agriculture

Our long-term goal for agriculture: *The economy of the Shire incorporates sustainable and diverse agricultural activities.*

Continuing council programs and activities

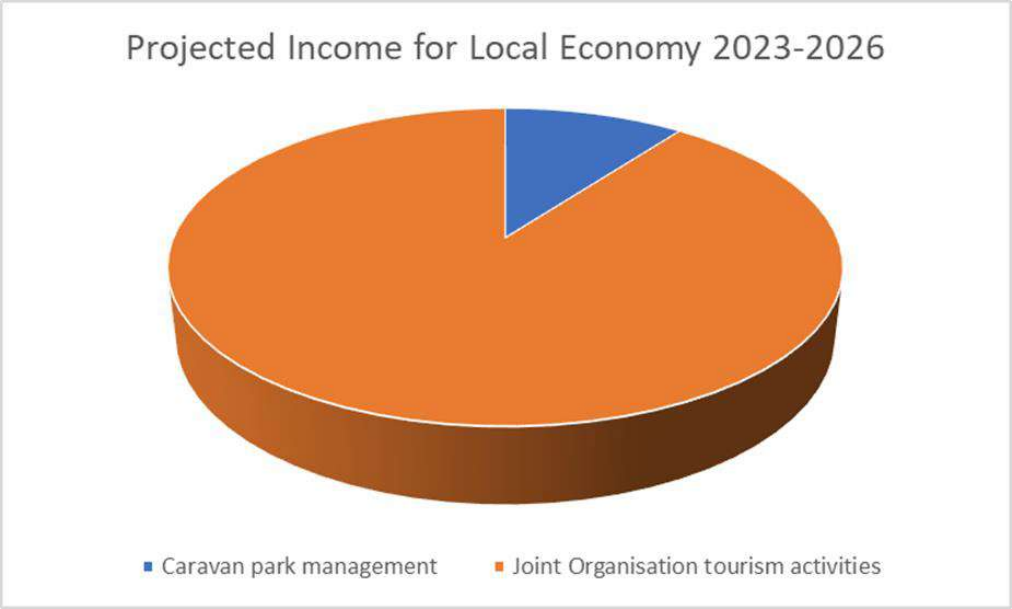
| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------|---|----------------------------|--|
| Weeds and pests | Work with Local Land Services to manage and minimise weeds and pest animals | Environmental Engineer | Reduction in weeds & pests throughout the shire. |
| Water security | Advocate for the application of necessary measures to ensure water security for local agriculture | Council General Manager | Ongoing advocacy to state & federal governments. |

**New initiatives**

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|---------------------------------|--|---|
| Identify and undertake necessary measures to ensure the ongoing biosecurity of local agriculture | Council General Manager | FY26 | Ongoing awareness of biosecurity considerations for local agriculture. |
| Explore opportunities to promote 'paddock to plate' regional business practices | Council/ General Manager | FY 26 | Ongoing awareness of paddock to plate opportunities for local agriculture |
| Promote market days and gate sales for local produce | Community Engagement Officer | FY26 | Support provided for promotion of market days & local produce gate sales. |



RESOURCING – LOCAL ECONOMY





Focus area 5. Rural and Urban Land Use



Community priority – Land availability for housing

Our long-term goal for land availability: *We have land allocated in our towns and appropriate policies to identify new housing development opportunities and enable the creation of new housing to reflect the needs of local communities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|---|----------------------------|---|
| Sale of council land | Identify council-owned land and buildings appropriate for public sale | Director Business Services | Identification for sale of council-owned land and buildings |
| Sale of land and houses for unpaid rates | Identify and list for sale, land and houses for which rates have not been paid for an extended period | Director Business Services | Identification for sale of unpaid rates land and buildings |
| Local Environment Plan | Ensure the Local Environment Plan is developed to reflect local housing needs | Senior Planner | Development and implementation of plan. |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|----------------------------|------------------------------------|---|
| Identify land areas in Wilcannia, Menindee and Ivanhoe for further development of social and other housing | Director Business Services | FY25 | Potential land identified in readiness for sale |

Community priority – Greening and beautification of towns



Our long-term goal for greening and beautification of towns: *Our towns and town entrances are attractive, green and welcoming to local people and visitors.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|--|--------------------------------|---|
| Noxious weed control | Continuing eradication of noxious weeds | Environmental Engineer | Reduction in presence of noxious weeds. |
| Active and passive open space area maintenance and renewal | Maintain open spaces for community use | Deputy Director Shire Services | Maintained and functioning community areas. |
| Streetscape masterplans | Develop and maintain streetscape masterplans for towns and villages within the shire | Director Shire Services | Completion of plans |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|-----------------|------------------------------------|--|
| Design and construct 'Welcome to Country' signage at the entrances to Wilcannia, Menindee and Ivanhoe | General Manager | FY 25 | Installation of Welcome to Country signs |
| Source funding and support for mural painting of the water towers in Ivanhoe | General Manager | FY25 | Funding sourced |



| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|----------------------------|------------------------------------|--|
| Work with the White Cliffs community to identify appropriate land for the development of a community garden | Director Business Services | FY24 | Suitable land identified |
| Identify and secure funding for town beautification projects | General Manager | FY26 | Funding secured for beautification projects. |



Community priority — Local heritage

Our long-term goal for local heritage: *Our Aboriginal and European heritage is preserved and celebrated.*

Continuing council programs and activities

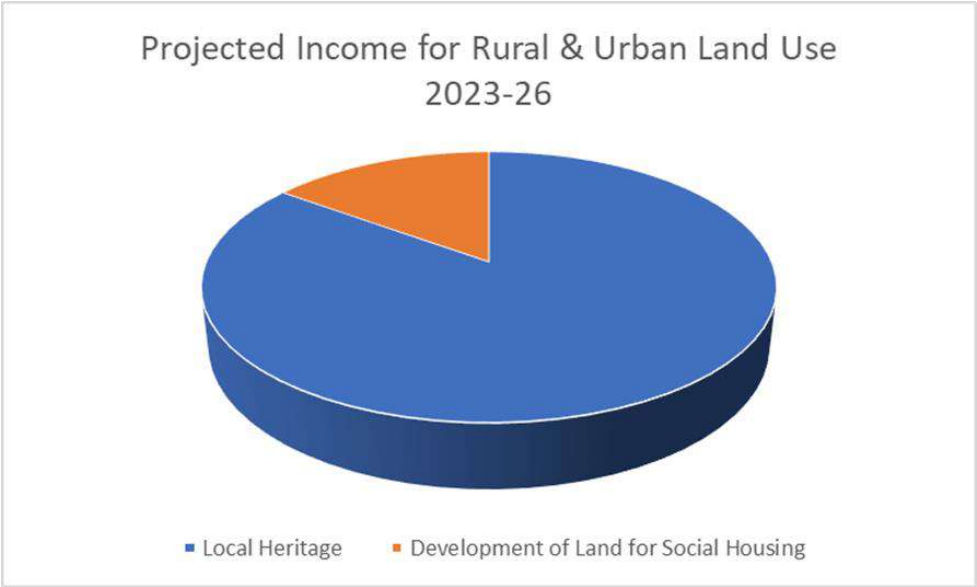
| Program / Activity | Current actions | Responsibility | Performance indicators |
|-----------------------|---|-------------------------|--|
| Heritage consultant | Maintain ongoing engagement of an appropriate consultant to provide heritage advice and management services to council | Director Shire Services | Consultant engaged |
| Heritage preservation | Ensure that local Aboriginal and European heritage sites, buildings and places of cultural significance are well maintained and preserved | Director Shire Services | Well maintained culturally & heritage significant site |
| Heritage grants | Identify grants and funding to promote and support local heritage projects | Director Shire Services | Grants identified for funding and promotion |
| Heritage listings | Identify opportunities and associated funding for heritage listing and maintenance of significant buildings and environmental features | Director Shire Services | Grants identified for funding for heritage projects |

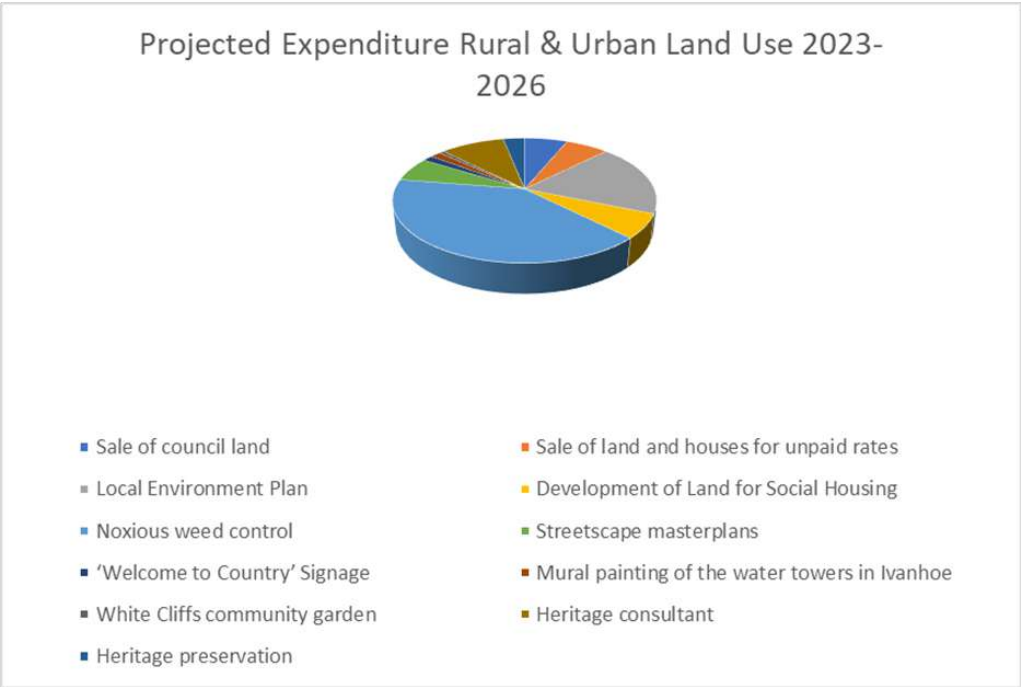
**New initiatives**

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|------------|----------------|------------------------------------|------------------------|
| NIL | | | |



RESOURCING – RURAL AND URBAN LAND USE







Focus area 6. Infrastructure and Services

Community priority – Telecommunications and electricity infrastructure

Our long-term goal for telecommunications and electricity supply: *Local telecommunications and electricity infrastructure is state-of-the-art, well maintained and able to provide comprehensive, reliable services to communities across the Shire.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|-----------------------|---|----------------------------|--|
| Community WiFi access | Advocate for the establishment of infrastructure to provide free WiFi and data in urban areas across the shire | Director Business Services | Ongoing advocacy with appropriate federal and state agencies |
| Mobile coverage | Advocate for expanded and strengthened mobile phone coverage and eliminate black spots across the shire | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |
| NBN services | Advocate for the introduction of NBN services to communities within the shire | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |
| Mobile power security | Advocate for improved capacities of mobile tower battery backup systems across the shire to ensure mobile phone access during power outages | General Manager | Ongoing advocacy with appropriate federal and state agencies |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|--------------------------------|--|----------------------------|--|
| Local electricity supply | Advocate to upgrade and improve electricity infrastructure to meet demand and guarantee continuous supply to all communities within the shire | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |
| Communication providers | Advocate for the introduction of multiple providers of communications services | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |
| Electricity pricing | Advocate for investigation of options to reduce the cost of domestic electricity supply including the installation of local alternative energy options | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |
| Radio and television reception | Advocate for the improvement of local reception of regional television channels and radio stations | Council General Manager | Ongoing advocacy with appropriate federal and state agencies |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|------------|----------------|------------------------------------|------------------------|
| NIL | | | |

Community priority – Drinking water

Our long-term goal for drinking water: *Communities across the Shire have access to clean, reliable supplies of potable water.*



Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|---|--|-------------------------|---|
| Water treatment plants upgrade in Wilcannia, Ivanhoe and White Cliffs | Design phase | Director Shire Services | Completion by June 2024 |
| White Cliffs reticulation system renewal | Design phase | Director Shire Services | Completion by June 2024 |
| Emergency water supply for Tilpa community | Design phase | Director Shire Services | Completion by June 2022 |
| Water supply systems maintenance | Replacement of valves and hydrants Mains cleaning and scouring | Director Shire Services | Water supply systems are maintained and operational |
| Water treatment plants maintenance | Ensure that water treatment plants under council's management are well-maintained and comply with Australian Drinking Water Guidelines | Director Shire Services | Water treatment plants are operational and water is supplied in compliance with relevant guidelines |
| Menindee drinking water supply | Ensure that all relevant state agencies are working effectively to facilitate the availability of clean drinking water for Menindee | Council General Manager | Water is available and supplied to the Menindee in compliance with relevant guidelines |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|-------------------------------------|---|-------------------------|---|
| Ownership of water treatment plants | Facilitate the transfer of ownership of water treatment plants within the shire to state government with council managing plants under contract | General Manager | Ownership of all water treatment plants within the shire is transferred to the appropriate state agency |
| Water carting | Maintain water-carting services to identified properties when required. | Director Shire Services | A reliable water supply service is maintained for affected properties |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|-------------------------|------------------------------------|-------------------------------------|
| Lobby for funding for the construction of single reticulation system for Wilcannia and Ivanhoe | Director Shire Services | FY25 | Secured funding |
| Investigate and improve water security measures for White Cliffs | Director Shire Services | FY26 | An increased surety of water supply |
| Investigate alternative drinking water supplies, including bore water, for White Cliffs | Director Shire Services | FY26 | An increased surety of water supply |



Community priority – Local and regional roads

Our long-term goal for local and regional roads: *Our road network enables safe and reliable access between local and regional population centres.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|-------------------------------|--|--------------------------------|--|
| Roads maintenance and renewal | Ongoing roads grading, gravel re-sheeting and resealing program within Councils Asset Management Plan Signage maintenance and renewal Maintenance and renewal of culverts and bridges as required Ongoing management of roadside vegetation | Deputy Director Shire Services | Well maintained, functioning road network |
| Roadside electronic signage | Upgrade and replace electronic signage as required for road conditions and closures | Deputy Director Shire Services | Installation of functioning electronic signs. |
| Roads Hierarchy | Develop and maintain the Central Darling Shire Roads Hierarchy and Service Levels plan | Director Shire Services | Implementation of a Hierarchy & Service Level Plan |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|---------------------------|---|----------------------------|---|
| Sealing of regional roads | In partnership with neighboring councils, advocate for additional funding for the sealing of priority roads throughout the shire and the region according to the Regional Transport Plan such as the Wool Track | Council General Manager | Advocacy for funding with state & federal governments |

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|--|-------------------------|------------------------------------|---|
| Identify locations and advocate for funding for initial sealing of unsealed roads throughout the shire | Director Shire Services | FY23 ongoing | Funding and locations identified |
| Identify and prioritise flood-prone road sections and apply appropriate treatments and improvements | Director Shire Services | FY26 | Improvements and treatments applied to flood prone roads. |



Community priority – Waste management

Our long-term goal for local landfill sites: *Waste management processes and landfill sites across the Shire are well managed and maintained.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|---|---|--------------------------------|--|
| Waste Services | Delivery of appropriate waste services | Deputy Director Shire Services | Waste services provided |
| Waste Management Plans | Prepare and maintain management plans for all landfill sites within the shire | Director Shire Services | Implementation of waste management plan. Operate the waste facilities at Wilcannia, White Cliffs, Tilpa, Ivanhoe and Menindee in accordance with the long term plans of management as prepared for each site and deliver the milestones as proposed |
| <p style="text-align: center;">WASTE MANAGEMENT PLAN MILESTONES</p> <p><u>Ivanhoe</u></p> <p><u>Milestone 1</u> – Re-instate the landfill</p> <ul style="list-style-type: none"> • Re-shape the up gradient catchment to divert surface water away from the landfill • Prepare an evaporation pond or suitable surfer irrigation area and pump leachate from the landfill to the pond or irrigation area • Use an excavator with a long reach, or similar plant to pull back the deposited waste to a concentrated area within the landfill and develop a shape suitable for capping. Council's FEL may be suitable if an excavator is not available. | | | |



- Track compact the waste and apply the final capping.
- Develop the tipping platform where lifts of placed waste will not exceed 2.0 metres or thereabouts or as required by the Amaral concepts RLs.(Appendix 2)
- Procure and position litter fencing near to the active tipping area
- Continue landfilling until the current excavation achieves the final design landform

Milestone 2 – recommence landfilling at the newly developed active tipping area

- Crush and landfill the existing stockpile of green waste
- Re-establish the green waste stockpile area near to the landfill
- Landfill the existing stockpile of waste concrete
- Provide barricades to control the depositing of waste to ensure materials are confined to the active tipping area
- Push up waste in accordance with the “waste placement technique” (Appendix 4)
- Apply cover routinely from the established stockpile of ENM
- Collect litter regularly where it has accumulated at the litter fencing and place into the landfill

Milestone 3 – prepare an asbestos management policy

- Review the asbestos information currently contained on Council's website
- Develop protocols for advanced notice for the disposal of asbestos
- Train Council staff who may be required to deal with incoming loads of asbestos in the correct management of asbestos

Menindee

Milestone 1 – Prepare the first stage in the new filling area

- Win cover material from the inner side slopes of the perimeter berm and stockpile this material for future use as cover
- Construct a shallow berm on the floor of the new stage that will contain any leachate that may seep from the active tipping area
- Establish litter fencing near to the new active tipping area
- Identify vehicular access to the tipping platform and signpost accordingly
- Develop the tipping platform where lifts of placed waste will not exceed 2.5 metres (Appendix 4)



Milestone 2 – commence landfilling at the new active tipping area

- Crush and landfill the existing stockpile of green waste
- Landfill the existing stockpile of waste concrete
- Expand the void by excavating where the green waste had been stockpiled
- Provide barricades or litter fences to control the depositing of waste to ensure materials are confined to the active tipping area
- Push up waste in accordance with the “waste placement technique” (Appendix 4)
- Apply cover routinely from the established stockpile

Milestone 3 – discontinue landfilling at the current active tipping area.

- Establish barricades to prevent access to the tipping platform from both above and below.
- Cap the existing waste disposal area.
- Collect litter
- Control surface water to manage flows across the adjacent capped landform. This may take the form of shredded green waste berms, silt stop fencing or other suitable means
- Provide signage directing all general waste to the new waste disposal area.

Milestone 4 – prepare an asbestos management policy

- Review the asbestos information currently contained on Council's website
- Develop protocols for advanced notice for the disposal of asbestos
- Train Council staff who may be required to deal with incoming loads of asbestos in the correct management of asbestos

Wilcannia

Milestone 1 – Complete landfilling of the current general waste disposal area (main void), the minor voids and east/west trenches to achieve the landform design and undertake the final capping.

- Construct vehicular access to the base of the existing excavation (main void)
- Win cover material from the inner side slopes of the excavation and stockpile this material for future use as cover.



- Establish a tipping platform and tipping face at the floor of the excavation.
- Establish a restricted tipping platform at the top of the excavation
- Collect litter from about the site and establish litter fences near to the tipping platform at the top of the excavation
- Place and cover waste in 2 to 2.5 metre lifts at the floor of the excavation until the final height is achieved.
- Push domestic self haul waste into the excavation from the top tipping platform
- Once the major void is filled, move landfilling to the minor voids and east/west trenches until the minor voids and trenches have been filled
- Undertake site testing to determine where future trenching can occur
- Prepare the first trench for the acceptance of general waste and establish litter fencing and tipping platform
- Develop suitable vehicular access to the new general waste disposal trench.
- Apply final capping to the completed general waste disposal areas.

Milestone 2 – Complete the inert waste disposal area

- Discontinue landfilling inert waste once the design final shape is achieved.
- Cap the existing inert waste disposal area.
- Direct all inert waste to the general waste disposal area.

Milestone 3 – Prepare an asbestos management policy

New initiatives

| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|---|------------------------|------------------------------------|--|
| Identify opportunities and funding for the introduction of local recycling programs | Environmental Engineer | Fy26 | Recycling program identified and funding secured |



| | | | |
|--|------------------------|------|--|
| Seek funding for measures to improve waste management in the shire and increase the diversion of waste from landfill | Environmental Engineer | Fy26 | Reduction of waste to landfill/per tonne |
|--|------------------------|------|--|



Community priority – Local services

Our long-term goal for local services: *Services provided to local Aboriginal and other communities are designed and delivered based on ongoing engagement and comprehensive understanding of community needs, issues and priorities.*

Continuing council programs and activities

| Program / Activity | Current actions | Responsibility | Performance indicators |
|--|--|--------------------------------|---|
| Infrastructure maintenance and upgrade | Follow current asset management plan | Director Shire Services | Management Plan completed |
| Asset management | Renewal of assets as per Asset Management Plans | Director Shire Services | Implementation of the asset management plans |
| Community assets maintenance and renewal | Follow current asset management plan | Deputy Director Shire Services | Community assets maintained |
| Footpath maintenance and renewal | Follow current asset management plan | Deputy Director Shire Services | Footpaths maintained and safe for community use. |
| Street lighting program | Identify additional location requirements & black spots | Deputy Director Shire Services | Black spots Identified |
| Compliance (Ranger Services, Animal Control) | Compliant with all statutory & legislative requirements | Ranger | All statutory & legislative requirements are met. |
| Plant and equipment | Maintained to a safe standard & in operational condition | Deputy Director Shire Services | Plant & equipment maintained & safe |



| Program / Activity | Current actions | Responsibility | Performance indicators |
|-------------------------------------|--|--------------------------------|---|
| Aerodromes | Maintained to ALA & CASA standards | Deputy Director Shire Services | Compliant to ALA & CASA standards |
| Stormwater Management | Asset management plan CCTV investigation | Deputy Director Shire Services | CCTV inspection completed. |
| Infrastructure and service planning | Ensure the planning and provision of services to Central Darling Shire communities reflects current and future community needs | Director Shire Services | Planning & services provided |
| Public Transport | Advocate for the provision of local and regional public transport servicing all population centres within the shire | Council/ General Manager | Advocate to state government for improved & continued services. |

New initiatives

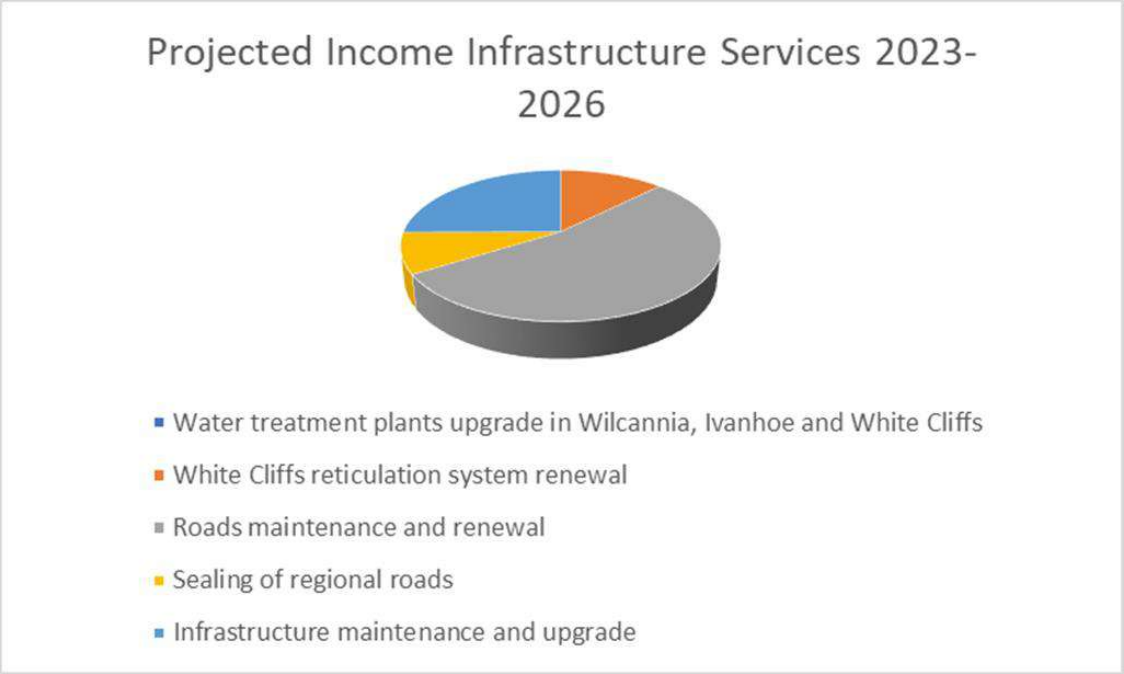
| Initiative | Responsibility | Timeline (FY 23 / 24 / 25 / 26) | Indicators of progress |
|------------|----------------|------------------------------------|------------------------|
|------------|----------------|------------------------------------|------------------------|

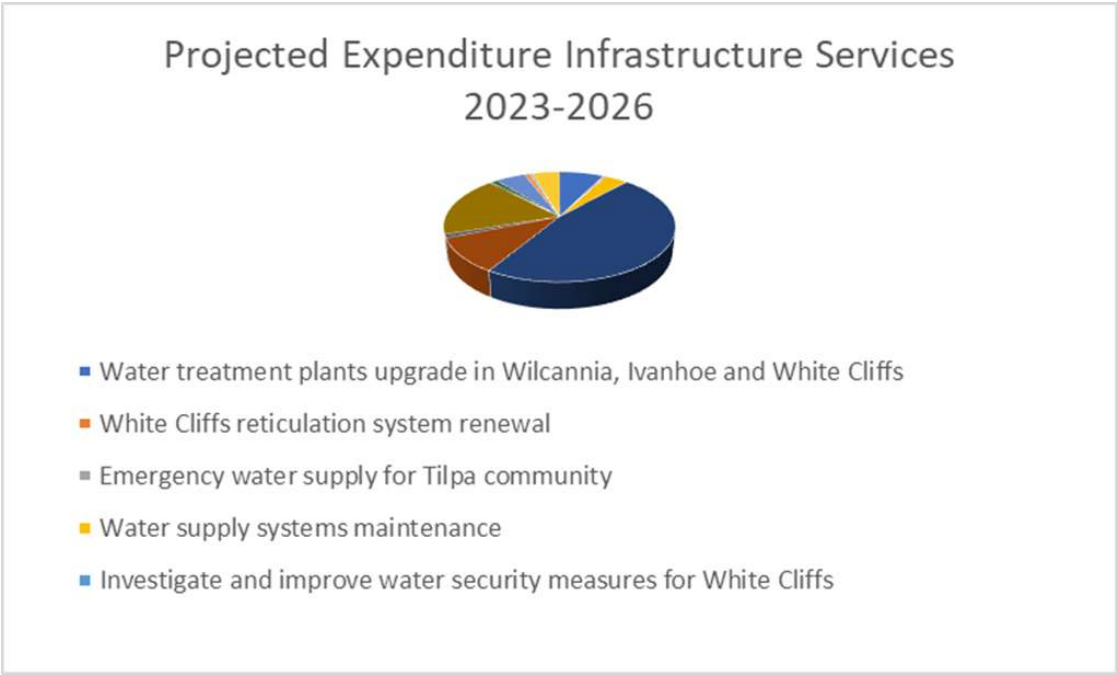


| | | | |
|---|-------------------------------|-------|--|
| Advocate for increased funding to maintain and operate council aerodromes to CASA standards | GM Director Shire Services | FY 24 | Funding sourced to maintain aerodromes to CASA standards |
|---|-------------------------------|-------|--|



RESOURCING – INFRASTRUCTURE AND SERVICES







Operational Plan 2022 - 2023



Statement of Revenue

Overview

The Statement of Revenue details how rates and annual charges are set, as well as fees and charges for use of Council facilities and services.

Ordinary Rates

Ordinary rates contribute to essential services such as the road network, street lighting, street cleaning, footpaths, parks, sport and recreation facilities, environmental planning and conservation, rangers, pest control, town planning and building control, community services, and much more.

The total amount of ordinary rates Council can charge is capped by legislation. The Independent Pricing and Regulatory Tribunal has approved a 0.7% rate peg for 2022-23 as the allowable increase on this capped amount.

This capped amount is effectively shared between all ratepayers according to the individual value and rating category of their property .

Under the Valuation of Land Act 1916 Council is required to use the most current land values when calculating ordinary and special rates. These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in and have a base date of 1 July 2019.

Council has a limited number of methods or structures available under the Local Government Act 1993 when setting ordinary rates as follows:

- Ad Valorem Rate only;
- Ad Valorem Rate which is subject to a minimum amount of the rate; or
- A Base Amount to which an ad valorem amount is added.

All available rate structures are primarily based on the unimproved land value of property. Council may also set different rates for different categories. These methods or structures can be used to move rate burden between different rate payer groups without changing the total amount of rates available to Council.

Historically Council has adopted a Base Amount plus Ad Valorem Rate structure. Application of a uniform Base Amount Rate provides for an equal and minimum contribution by all ratepayers to the base costs of running Council.

Categories

In accordance with s 514 of the Local Government Act 1993, all parcels of rateable land in Council's area have been classified into one of the following categories of Ordinary rates:

Farmland s 515 of the Local Government Act 1993

Land is categorised as farmland if it is a parcel of rateable land valued as one assessment where its dominant use is for farming and which has a significant and substantial commercial purpose or character and is engaged in for the purpose of profit on a continuous or repetitive basis.

Rural residential land is not categorised farmland.

Residential s 516 of the Local Government Act 1993



Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

Business s 518 of the Local Government Act 1993

Land is to be categorised as business if it cannot be categorised as farmland or residential. Caravan parks and manufactured home communities are to be categorised business.

The categorisation of all rateable land was determined as at 1 January 1994 with the issue of the rate notice in January 1994. New parcels of land created since that date have been categorised with the issue of subsequent rate notices. Where subsequent changes in categorisation have occurred, written notices to this effect have been issued in accordance with s 520 of the Local Government Act 1993.

Ordinary Rates 2022-23

| Category | No. of Properties | Base Rate Amount | Base Rate Income | Rateable Land Values | Ad Valorem Rate in \$ | Ad Valorem Rate Income | Total Ordinary Rate Income | Base Rate % of Total Income |
|---------------|-------------------|------------------|------------------|----------------------|-----------------------|------------------------|----------------------------|-----------------------------|
| Farmland | 377 | \$130.00 | \$49,010 | \$424,284,990 | 0.0010030 | \$425,558 | \$474,568 | 10% |
| Residential | 1,055 | \$130.00 | \$137,150 | \$3,442,840 | 0.0652170 | \$224,532 | \$361,682 | 38% |
| Business | 135 | \$130.00 | \$17,550 | \$535,360 | 0.0589420 | \$31,555 | \$49,105 | 36% |
| Totals | 1,567 | | \$203,710 | \$428,263,190 | | \$681,645 | \$885,355 | |

Annual Charges

In addition to ordinary rates, Council will levy annual charges for the following services in 2022-23:

Domestic waste management services – s496 of the Local Government Act 1993

Waste management services (non-domestic) – s501 of the Local Government Act 1993

Water supply services - s501 of the Local Government Act 1993

Sewerage services - s501 of the Local Government Act 1993

Domestic Waste Management Service Charges

Domestic Waste is defined in the Local Government Act 1993 as “waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled, but does not include sewage.”

Council levies a domestic waste management service charge on all parcels of rateable land to which a domestic waste management service is available. This charge covers the cost of providing domestic waste collection services, whole of life cost for managing waste including the remediation of landfills.

Section 504 of the Local Government Act 1993 requires that the cost of providing Domestic Waste Management Services must be fully covered by the income derived from charges for these services.

| Domestic Waste Service Charges Levied under Section 496 of the Local Government Act 1993 | Charge Unit | 2021-22 Charge | 2022-23 Charge | No. of Properties/ Services | Forecast Income |
|--|-------------|----------------|----------------|-----------------------------|-----------------|
|--|-------------|----------------|----------------|-----------------------------|-----------------|



| Domestic Waste Management Availability Charge (previously known as an “Unoccupied” property charge) | | | | | |
|---|--------------|----------|----------|-----|-----------|
| Purpose: Fund waste management facilities to meet potential future demands from vacant land. Applies to: All vacant parcels of rateable land within any of Council’s waste collection areas. | Per Property | \$306.00 | \$314.00 | 230 | \$72,220 |
| Domestic Waste Management Service | | | | | |
| Purpose: Entitlement to a weekly collection of a 240 litre waste bin & free access to dispose of domestic waste at Council's Waste Management Facility in the town the property is located in. Applies to: All properties within the Ivanhoe, Menindee or Wilcannia Council’s waste collection areas, with an approval for a residential building. | Per Property | \$646.00 | \$663.00 | 578 | \$383,214 |
| Domestic Waste Management Service – Sunset Strip | | | | | |
| Purpose: Provide Sunset Strip residents with free access to the dispose of domestic waste at the Sunset Strip Waste Management Facility. Applies to: All properties in Sunset Strip with an approval for a residential building. | Per Property | \$78.00 | \$80.00 | 136 | \$10,880 |
| Domestic Waste Management Service – White Cliffs | | | | | |
| Purpose: Provide residents of the White Cliffs township with free access to the dispose of domestic waste at the White Cliffs Waste Management Facility. Applies to: All properties in Sunset Strip with an approval for a residential building. | Per Property | \$64.00 | \$66.00 | 197 | \$13,002 |
| Domestic Waste Management – Additional Bin Collection Services | | | | | |



| | | | | | |
|---|---------|----------|----------|----|----------|
| Purpose: Weekly collection of additional 240 litre waste bin (additional charge per bin). Applies to: All properties within the Wilcannia, Ivanhoe or Menindee Waste Collection areas where an additional Domestic Waste Collection service(s) has/have been requested and provided. | Per Bin | \$646.00 | \$663.00 | 62 | \$41,106 |
|---|---------|----------|----------|----|----------|

Waste Management Charges – Non Domestic

Council levies a Waste Management Charge on all parcels of land from which non-domestic waste is generated. The service is not available for the disposal of industrial waste or hazardous materials.

This charge covers the costs attributable to the collection of non-domestic waste and the whole of life cost for managing non-domestic waste, including the remediation of landfills.

| Waste Management Service Charges - Non Domestic Levied under Section 496 of the Local Government Act 1993 | Charge Unit | 2021-22 Charge | 2022-23 Charge | No. of Properties/ Services | Forecast Income |
|---|--------------|----------------|----------------|-----------------------------|-----------------|
| Waste Management Service | | | | | |
| Purpose: Entitlement to a weekly collection of a 240 litre waste bin. Applies to: All properties within any of Council's waste collection areas where a Waste Collection service has been requested and provided. | Per Property | \$646.00 | \$663.00 | 121 | \$80,223 |
| Waste Management Additional Bin | | | | | |
| Purpose: Entitlement to a weekly collection of additional 240 litre waste bins. Applies to: All properties within any of Council's waste collection areas where an additional Non Domestic Waste Collection service(s) has/have been requested and provided. | Per Bin | \$646.00 | \$663.00 | 67 | \$44,421 |



Water Supply Charges

In accordance with NSW Government guidelines, Council is required to adopt a pricing policy for water supply services and sewerage services delivery charges. Such a pricing policy requires that the cost of providing services in one area are funded from charges levied for those services in that area.

The price of this service should be set at a rate sufficient to enable the recovery of annual operating and maintenance costs and to enable a contribution to be made towards the cost of replacement of the infrastructure assets utilised in providing the service.

All rateable properties that are connected to, or within 225 metres of, Council's water supply pipe, are subject to an annual water service charge.

Additional charges apply for each kilolitre of water used, as measured by individual water meters with Water Usage accounts issued on a quarterly basis.

Ivanhoe Water Supply Service

The service is provided to supply both filtered and raw water to residents in the township of Ivanhoe and a rural water supply.

| Water Service Charges - Ivanhoe | | | | | |
|---|--------------------|----------------|----------------|-----------------|----------|
| Service Charge Description | Charge Unit | 2021-22 Charge | 2022-23 Charge | No. of Services | Income |
| Filtered Water Connected | Per Connection | \$293.00 | \$300.00 | 136 | \$40,800 |
| Non- Potable/Raw Water Connected | Per Connection | \$491.00 | \$503.00 | 137 | \$68,911 |
| Filtered Water Availability | Per Property | \$219.00 | \$224.00 | 40 | \$8,960 |
| Non Potable/Raw Water Availability | Per Property | \$219.00 | \$224.00 | 41 | \$9,184 |
| Filtered Water Usage | Per Kilolitre (kL) | \$3.98 | \$4.08 | | |
| Non Potable/Raw Water Usage – Rateable Properties | Per Kilolitre (kL) | \$1.73 | \$1.77 | | |
| Filtered Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$4.79 | \$4.91 | | |
| Non Potable/Raw Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$3.98 | \$4.08 | | |

Wilcannia Water Supply Service

The Service is provided to supply both filtered and raw water to residents in the township of Wilcannia and a rural water supply. Raw water connections to rateable properties are unmetered.



While a number of options are being explored, the current price structure is based on sourcing and treating water from existing bores and the Darling River.

In the event of severe water shortage, Rural users will no longer be connected to the town supply until such time as water supply has been increased. Rural users can obtain water by carting from the bore located at Warrawong Farm in Wilcannia.

| Water Service Charges - Wilcannia | | | | | |
|---|--------------------|-----------------------|-----------------------|------------------------|---------------|
| Service Charge Description | Charge Unit | 2021-22 Charge | 2022-23 Charge | No. of Services | Income |
| Filtered Water Connected | Per Connection | \$251.00 | \$257.00 | 271 | \$69,647 |
| Non- Potable/Raw Water Connected | Per Connection | \$986.00 | \$1,011.00 | 250 | \$252,750 |
| Filtered Water Availability | Per Property | \$165.00 | \$169.00 | 102 | \$17,238 |
| Non Potable/Raw Water Availability | Per Property | \$165.00 | \$169.00 | 104 | \$17,576 |
| Filtered Water Usage | Per Kilolitre (kL) | \$3.57 | \$3.66 | | |
| Non Potable/Raw Water Usage – Rateable Properties | Per Kilolitre (kL) | Not Applicable | Not Applicable | | |
| Filtered Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$3.57 | \$3.66 | | |
| Non Potable/Raw Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$3.57 | \$3.66 | | |

White Cliffs Water Supply Service

The service is provided to supply non-potable water to residents in the township of White Cliffs.

Council is working towards bringing the White Cliffs water supply up to a potable standard during 2022-23. Should these works be completed in the 2022-23 period, Water Supply Service charges set for non-potable supply will continue to apply for potable supply.

| Water Service Charges – White Cliffs | | | | | |
|---|--------------------|-----------------------|-----------------------|------------------------|---------------|
| Service Charge Description | Charge Unit | 2021-22 Charge | 2022-23 Charge | No. of Services | Income |
| Filtered Water Connected | Per Connection | \$950.00 | \$974.00 | | |
| Non- Potable/Raw Water Connected | Per Connection | \$950.00 | \$974.00 | 169 | \$164,606 |
| Filtered Water Availability | Per Property | \$831.00 | \$852.00 | | |



| | | | | | |
|---|--------------------|----------|----------|----|----------|
| Non Potable/Raw Water Availability | Per Property | \$831.00 | \$852.00 | 32 | \$27,264 |
| Filtered Water Usage | Per Kilolitre (kL) | \$3.88 | \$3.98 | | |
| Non Potable/Raw Water Usage – Rateable Properties | Per Kilolitre (kL) | \$3.88 | \$3.98 | | |
| Filtered Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$3.88 | \$3.98 | | |
| Non Potable/Raw Water Usage – Metered Non Rateable Properties | Per Kilolitre (kL) | \$3.88 | \$3.98 | | |



Sewerage Services

In accordance with NSW Government guidelines, Council is required to adopt a pricing policy for water supply services and sewerage services delivery charges. Such a pricing policy requires that the cost of providing services in one area are funded from charges levied for those services in that area.

Sewerage services are provided by Council only within the township of Wilcannia.

Sewerage Services - Wilcannia

The service is provided as a means of disposing of domestic strength effluent.

Sewerage Service Charges apply to all rateable properties that are either;

- connected to a Council sewer, or;
- within 75 metres of a Council sewer and from which sewage could be discharged to that Council sewer.

Where a property has more than two (2) connections to Council's sewer, additional charges apply for each additional connection.

| Service Charge Description | Unit Type | 2021-22 Charge | 2022-23 Charge | No. of Items | Income |
|------------------------------------|--|----------------|----------------|--------------|-----------|
| Sewerage Service Charge | Per property – up to 2 connections | \$893.00 | \$915.00 | 253 | \$231,495 |
| Sewerage Service Additional Charge | Per connection – more than 2 connections | \$307.00 | \$315.00 | 146 | \$45,990 |

Pensioner concessions

Council provides a rate reduction to eligible pensioners under the Local Government Act, of:

- 50% of the combined Ordinary Rate and Domestic Waste Management Service Charge, to a maximum of \$250 per annum;
- 50% of the Water Service Charge to a maximum of \$87.50 per annum; and
- 50% of the Sewerage Service Charge to a maximum of \$87.50 per annum

Where there is a change in eligibility, concessions are adjusted from the commencement of the quarter following the change in eligibility.

The NSW Government subsidises Council for 55% of the cost of pensioner concessions with Council bearing the remaining 45%.

There are approximately 140 eligible pensioners in the Central Darling Shire. The total value of pensioner concessions for 2022-23 will be approximately \$32,500 with the net cost to Council estimated at \$14,600.

Maximum Interest on Overdue Rates and Charges

In accordance with section 566(3) of the Act, it has been resolved by Council that the rate of interest payable on overdue rates and charges for the 2022-23 rating year will be 6% being the maximum rate prescribed by The Independent Pricing and Regulatory Tribunal under the regulations



FINANCIAL STATEMENTS
Income and Expense Statement
Year ending 30 June 2022

| | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|---|-----------------------------|-----------------------------|-------|
| Income | | | |
| Rate Income | 879 | 885 | |
| Annual Charges Income | 1,553 | 1,598 | |
| User Charges & Fees | 9,388 | 9,716 | |
| Interest & Investment Revenue | 93 | 54 | 1 |
| Other Revenues | 382 | 405 | |
| Operating Grants | 6,780 | 5,559 | 2 |
| Capital Grants | 16,084 | 24,394 | 3 |
| Contributions | 1,864 | 3,185 | 4 |
| Total income from continuing operations | 37,023 | 45,796 | |
| Expenditure | | | |
| Employee Benefits | 5,532 | 6,968 | 5 |
| Borrowing Costs | 52 | 39 | 6 |
| Materials & Contracts | 8,437 | 7,696 | |
| Depreciation | 4,139 | 4,324 | |
| Other Expenses | 2,596 | 2,257 | 7 |
| Bad Debts Write-off | - | - | |
| Total expenses from continuing operations | 20,756 | 21,284 | |
| Operating result from continuing operations | 16,267 | 24,512 | |
| Net operating result before capital grants and contributions | 183 | 118 | |



Notes

1. Interest and Investment Revenue

is expected to decrease due to a decrease in investment interest rates previously used and level of cash held.

2. Operating Grants

Operating grants are expected to decrease for the budget year 2022-23. This is due to the Federal Grants Commisiion prepaying a portion of Council's grant entitlement in the current financial year. As this amount must be recognised as income by Council in the year in which it is recieved, it cannot be included as income for the 2022-23 budget year. The funds form part of Council's cash balance at the end of the current financial year.

3. Capital Grants

Capital grants will increase due to additional funding of the Pooncarie Road Project when compared to last year.

| | |
|--|--------|
| New funding to be received for the 2022-23 year: | \$'000 |
| Fixing Local Roads | 1,302 |
| Crown Reserves Improvement Fund | 233 |
| Regional Roads Repair Program | 400 |

Funding to cease in the 2022-23 year:

Drought Relief
Drought Support
Building Better Regions Fund

It should also be noted that there is no capital works funding for Aerodromes for the 2022-23 year. This funding stream still exists however as Council is not undertaking any grant compliant capital works at any of the Aerodromes in the 2022-23 year, no funding has been applied for.

4. Contributions

The Block Funding for the Budget Year 2021-22 was incorrectly calculated, and subsequently amended at Council's December Quarterly Budget Review.

5. Employee Benefits

Budgeted employee expenses have increased for the 2022-23 budget year due to 5 additional positions, an Eb pay increase of 2.8% and the establishment of an 'On-call Roster' to manage out of hours Council responsibilities.

6. Borrowing Costs

The budget for Borrowing Costs will reduce due to the payout of Council's long term loan during the 2021-22 financial year

7. Other Expenses

The budget for 2022-23 has increased due to an increase in the NSW Fire Service Levy and an increase in Training costs for council staff.



**Income from Continuing Operations
Year ending 30 June 2023**

Refer to attached file CDSC Budget 2022-23 Amendment 2

**Expense from Continuing Operations
Year ending 30 June 2023**

Refer to attached file CDSC Budget 2022-23 Amendment 2

**Statement of Cash Flows
Year ending 30 June 2023**

Refer to attached file CDSC Budget 2022-23 Amendment 2

**Capital Works Program
Year ending 30 June 2023**

Refer to attached file CDSC Budget 2022-23 Amendment 2 – Capital Works

Appendix 1

Fees and Charges

In accordance with Section 608 of the Local Government Act 1993 and other relevant legislation, Council charges and recovers approved fees and charges for any services it provides.

In cases where the amount of fees and charges for service is determined under another Act or regulatory body, Council's policy is not to determine an amount that is inconsistent with the amount determined under the other Act or regulatory body.

All of Council's fees and charges not subject to statutory control are reviewed on an annual basis prior to finalisation of Council's annual operational budget. In special circumstances, fees and charged can be reviewed and approved by Council in accordance with the Local Government Act and regulations.

Refer to attached file CDSC Fees & Charges 2023





Income and Expenses Statement Year Ending 30 June 2023

| | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|---|-----------------------------|-----------------------------|-------|
| Income | | | |
| Rate Income | 879 | 885 | |
| Annual Charges Income | 1,553 | 1,598 | |
| User Charges & Fees | 9,388 | 9,716 | |
| Interest & Investment Revenue | 93 | 54 | 1 |
| Other Revenues | 382 | 405 | |
| Operating Grants | 6,780 | 5,559 | 2 |
| Capital Grants | 16,084 | 24,394 | 3 |
| Contributions | 1,864 | 3,185 | 4 |
| Total income from continuing operations | 37,023 | 45,796 | |
| Expenditure | | | |
| Employee Benefits | 5,532 | 6,968 | 5 |
| Borrowing Costs | 52 | 39 | 6 |
| Materials & Contracts | 8,437 | 7,696 | |
| Depreciation | 4,139 | 4,324 | |
| Other Expenses | 2,596 | 2,257 | 7 |
| Bad Debts Write-off | - | - | |
| Total expenses from continuing operations | 20,756 | 21,284 | |
| Operating result from continuing operations | 16,267 | 24,512 | |
| Net operating result before capital grants and contributions | 183 | 118 | |

Notes

- Interest and Investment Revenue
is expected to decrease due to a decrease in investment interest rates previously used and level of cash held.
- Operating Grants
Operating grants are expected to decrease for the budget year 2022-23. This is due to the Federal Grants Commisiion prepaying a portion of Council's grant entitlement in the current financial year. As this amount must be recognised as income by Council in the year in which it is recieved, it cannot be included as income for the 2022-23 budget year. The funds form part of Council's cash balance at the end of the current financial year.
- Capital Grants
Capital grants will increase due to additional funding of the Pooncarie Road Project when compared to last year.
New funding to be received for the 2022-23 year:

| | |
|---------------------------------|--------|
| | \$'000 |
| Fixing Local Roads | 1,302 |
| Crown Reserves Improvement Fund | 233 |
| Regional Roads Repair Program | 400 |

Funding to cease in the 2022-23 year:

- Drought Relief
- Drought Support
- Building Better Regions Fund

It should also be noted that there is no capital works funding for Aerodromes for the 2022-23 year. This funding stream still exists however as Council is not undertaking any grant compliant capital works at any of the Aerodromes in the 2022-23 year, no funding has been applied for.

• Contributions

The Block Funding for the Budget Year 2021-22 was incorrectly calculated, and subsequently amended at Council's December Quarterly Budget Review.

• Employee Benefits

Budgeted employee expenses have increased for the 2022-23 budget year due to 5 additional positions, an Eb pay increase of 2.8% and the establishment of an 'On-call Roster' to manage out of hours Council responsibilities.

• Borrowing Costs

The budget for Borrowing Costs will reduce due to the payout of Council's long term loan during the 2021-22 financial year

• Other Expenses

The budget for 2022-23 has increased due to an increase in the NSW Fire Service Levy and an increase in Training costs for council staff.

Income and Expenses Statement Year Ending 30 June 2023

| | Budget 2020/21 \$'000 | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|--|-----------------------------|-----------------------------|-----------------------------|-------|
| Income | | | | |
| Rate Income | 875 | 879 | 885 | |
| Annual Charges Income | 1,423 | 1,553 | 1,598 | |
| User Charges & Fees | 8,712 | 9,388 | 9,716 | |
| Interest & Investment Revenue | 79 | 93 | 54 | |
| Other Revenues | 331 | 382 | 405 | |
| Operating Grants | 8,253 | 6,780 | 5,559 | |
| Capital Grants | 15,450 | 16,084 | 24,394 | |
| Contributions | 2,777 | 1,864 | 3,185 | |
| Total income from continuing operations | 37,900 | 37,023 | 45,796 | |
| Expenditure | | | | |
| Employee Benefits | 5,425 | 5,532 | 6,968 | |
| Borrowing Costs | 88 | 52 | 39 | |
| Materials & Contracts | 9,146 | 8,437 | 7,696 | |
| Depreciation | 3,960 | 4,139 | 4,324 | |

| | | | | |
|---|---------------|---------------|---------------|--|
| Other Expenses | 3,185 | 2,596 | 2,257 | |
| Bad Debts Write-off | - | - | - | |
| total expenses from continuing operations | 21,804 | 20,756 | 21,284 | |
| operating result from continuing operations | 16,096 | 16,267 | 24,512 | |
| net operating result before capital grants and contributions | 646 | 183 | 118 | |

| | Budget 2020/21 \$'000 | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|--|-----------------------------|-----------------------------|-----------------------------|-------|
| Income | | | | |
| Rates | | | | |
| Residential | 347 | 356 | 362 | |
| Farmland | 462 | 475 | 475 | |
| Business | 47 | 48 | 48 | |
| total Rates | 857 | 879 | 885 | |
| Annual Charges Income | | | | |
| Water Services | 634 | 655 | 676 | |
| Sewer Services | 249 | 266 | 277 | |
| Waste Services | 515 | 632 | 645 | |
| total Annual Charges | 1,398 | 1,553 | 1,598 | |
| User Charges & Fees | | | | |
| Water Supply Services | 307 | 418 | 409 | |
| Sewerage Services | 0 | - | 2 | |
| Planning & Building Regulation | 33 | 25 | 42 | |
| Private Works | 612 | 623 | 316 | |
| Caravan Parks | 33 | 45 | 43 | |
| Rent & Hire of Council Property | 13 | 18 | 1 | |
| RMS | 6,550 | 8,182 | 8,830 | |
| Swimming Pools | 4 | 4 | 3 | |
| Waste Disposal Tipping Fees | 24 | 52 | 70 | |
| Other | 8 | 12 | - | |
| total User Charges & Fees | 7,584 | 9,379 | 9,716 | |
| Interest & Investment Revenue | | | | |
| Overdue Rates | 38 | 45 | 22 | |
| Interest on Investment | 8 | 8 | 1 | |
| Water Fund Operations | 29 | 32 | 22 | |
| Sewer Fund Operations | 4 | 8 | 9 | |
| total Interest & Investment Revenue | 79 | 93 | 54 | |
| Other Revenues | | | | |

| | | | | |
|--|---------------|---------------|---------------|---|
| Rental Income Other Council Property | 72 | 73 | 75 | 8 |
| Commissions & Agency Fees | 157 | 160 | 183 | |
| Cemeteries | 8 | 9 | 8 | |
| Insurance Claims Recovery | 32 | 10 | 11 | |
| Micellaneous Sales | 12 | 12 | - | |
| Sales General | 55 | 125 | 106 | |
| Other | 2 | 2 | 23 | |
| total Other Revenues | 339 | 391 | 405 | |
| Operating Grants | | | | |
| FAGS - General | 3,775 | 3,775 | 3,000 | 9 |
| FAGS - Roads | 1,612 | 1,612 | 800 | |
| Pensioner Rate Rebate | 19 | 19 | 19 | |
| Bushfire & Emergency | 125 | 125 | 135 | |
| Community Care | 29 | - | - | |
| Community Centres | 30 | - | - | |
| Flood Mapping | - | - | 100 | |
| Heritage & Culture | 18 | 17 | 17 | |
| Recreation & Culture | 1 | 1 | - | |
| Roads to Recovery | 1,127 | 1,125 | 1,125 | |
| Water & Sewer (Aboriginal W&S) | 105 | 105 | 105 | |
| Youth | 1 | 1 | 3 | |
| Stronger Country Communities | - | - | 20 | |
| Drought Stimulus | 1,430 | - | 235 | |
| total Operating Grants | 8,271 | 6,780 | 5,559 | |
| Capital Grants | | | | |
| Drought Relief | 850 | 160 | - | |
| Drought Support | - | 268 | - | |
| Building Better Regions Fund | - | 517 | - | |
| Fixing Local Roads | - | - | 1,302 | |
| Crown Reserves Improvement Fund | - | - | 233 | |
| Regional Roads Repair Program | - | - | 400 | |
| Stronger Country Communities | - | 532 | 120 | |
| Wilcannia and Ivanhoe Water Treatment Plants - Safe & Secure Funding | 3,000 | 3,000 | 3,600 | |
| Local Roads & Community Infrastructure | - | 807 | 4,099 | |
| Drought Stimulus | 770 | 150 | 140 | |
| Pooncarie Road | 8,000 | 8,000 | 12,000 | |
| Aerodromes | 80 | 150 | - | |
| White Cliffs Water Treatment Plant - Restart Funding | 2,750 | 2,500 | 2,500 | |
| total Capital Grants | 15,450 | 16,084 | 24,394 | |
| Contributions | | | | |
| Regional Road Block Funding | 1,450 | 1,150 | 2,810 | |
| Far West Joint Organisation | - | 714 | 375 | |
| total Contributions | 1,450 | 1,150 | 3,185 | |

| | | | | |
|--|---------------|---------------|---------------|--|
| total income from continuing operations | 35,428 | 36,309 | 45,796 | |
|--|---------------|---------------|---------------|--|

. Micellaneous Sales
Is now included in Sale General

. Regional Road Block Funding
This funding is used to fund various road projects

| | Budget 2020/21 \$'000 | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|---------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------|
| penditure | | | | |
| Employee Benefits | | | | |
| Salaries and Wages | 4,803 | 4,905 | 6,121 | |
| Superannuation | 456 | 466 | 643 | |
| Worker's compensation Insurance | 114 | 116 | 144 | |
| Fringe Benefits Tax | 52 | 45 | 60 | |
| | 5,425 | 5,532 | 6,968 | |
| orrowing Costs | | | | |
| Interest on Loan | 12 | 12 | - | |
| Interest Right of Use Assets | 43 | 14 | 14 | |
| Tip Remediation | 33 | 26 | 25 | |
| | 88 | 52 | 39 | |
| aterials & Contracts | | | | |
| Raw Materials and Consumables | 7,930 | 5,494 | 1,862 | 10 |
| Contractor Costs | 1,191 | 2,916 | 5,800 | 10 |
| Operating Leases | 25 | 27 | 34 | |
| | 9,146 | 8,437 | 7,696 | |
| preciation | | | | |
| Right of Use Assets | 258 | 250 | 360 | |
| Plant & Equipment | 137 | 125 | 215 | |
| Buildings | 843 | 852 | 826 | |
| Other Structures | 23 | 231 | 262 | |
| Roads | 1,911 | 1,899 | 1,858 | |
| Stormwater Drainage | 25 | 25 | 25 | |
| Water Infrastructure | 628 | 640 | 668 | |
| Sewerage Infrastructure | 86 | 87 | 97 | |
| Landfill | 49 | 30 | 13 | |
| | 3,960 | 4,139 | 4,324 | |
| her Expenses | | | | |
| Advertising | 16 | 36 | 32 | |
| Auditor's Remuneration | 55 | 60 | 65 | |
| Bank Charges | 4 | 7 | 7 | |

| | | | |
|--|---------------|---------------|---------------|
| NSW Rural Fire Service Levy | 100 | 120 | 255 |
| Consultants | 1,384 | 430 | 262 |
| Legal Expenses | 60 | 101 | 26 |
| Donations & Contributions | 25 | 10 | 10 |
| Electricity & Heating | 314 | 287 | 240 |
| Insurance | 344 | 518 | 518 |
| Printing & Stationery | 25 | 51 | 36 |
| Subscriptions | 182 | 265 | 261 |
| Telephone & Communications | 116 | 170 | 95 |
| Training | 181 | 92 | 121 |
| Valuation Fees | 16 | 20 | 20 |
| Other | 374 | 430 | 310 |
| | 3,195 | 2,596 | 2,257 |
| | | | |
| total expenses from continuing operations | 21,814 | 20,756 | 21,284 |

I. Raw Materials and Consumables

In previous budgets, 'Raw Materials and Consumables' also included a portion of incorrectly coded 'Contractor Costs'. This anomaly has now been corrected.

| | Budget 2020/21 \$'000 | Budget 2021/22 \$'000 | Budget 2022/23 \$'000 | Notes |
|--|-----------------------------|-----------------------------|-----------------------------|-------|
| cash Flows from Operating Activities | | | | |
| Receipts | | | | |
| Fees & Annual Charges | 1,839 | 2,432 | 2,639 | |
| Other Charges & Fees | 8,625 | 9,200 | 8,097 | |
| Investment and interest Revenue Received | 79 | 93 | 54 | |
| Donations & Contributions | 26,480 | 24,728 | 33,138 | |
| Payments | | | | |
| Employee Benefits & Oncosts | (5,606) | (5,740) | (7,150) | |
| Materials and Contracts | (11,430) | (10,371) | (9,754) | |
| Growing Costs | (12) | (12) | (14) | |
| Net Cash Provided by operating Activities | 19,975 | 20,331 | 27,010 | |
| cash Flows from Investing Activities | | | | |
| Receipts | | | | |
| Proceeds from sale of non-current assets | - | - | - | |
| Payments | | | | |
| Purchase of Assets | (19,596) | (20,956) | (29,673) | |
| Net Cash Inflow (Outflow) | (19,596) | (20,956) | (29,673) | |
| cash Flows from Financing Activities | | | | |

| | | | |
|---|----------------|----------------|----------------|
| Receipts | | | |
| Proceeds for Borrowing | - | - | - |
| Payments | | | |
| Loan repayments | (153) | (153) | - |
| Asset payments | (442) | (480) | (466) |
| Net Cash Inflow (Outflow) | (595) | (633) | (466) |
| Net Increase/(Decrease) in Cash and Cash Equivalents | (1,258) | (1,258) | (3,129) |
| Cash at Beginning of Year | 3,830 | 7,775 | 8,727 |
| Cash at End of Year | 2,572 | 6,517 | 5,598 |

| | Opening Balance 2022 \$'000 | Transfer In \$'000 | Transfer Out \$'000 | Closing Balance 2023 \$'000 |
|---------------------------|--------------------------------------|-----------------------|------------------------|--------------------------------------|
| Plant Replacement Reserve | NIL | 25 | - | 25 |
| Waste Management Reserve | NIL | 165 | - | 165 |

For the 2022-23 Budget Year, Council has established two reserves.

Plant Replacement Reserve

To be based on one percent of the profit, from the previous financial year, generated from private works and works completed for RMS. The funds to be transferred into this reserve are not to have an adverse effect on the working capital of Council. This reserve is to be used for the long term replacement of Council plant.

Waste Management Reserve

A loan was taken out during the 2013 financial year to fund the purchase of three garbage trucks and other operational expenditure. The loan was with the Westpac Banking Corporation and the loan balance as at the year ended 30 June 2013 was \$1,249,000.

Council had been paying interest and principal payments of \$13,750 per month to service the loan for the garbage trucks. These payments were being funded by the Annual Charge levied for waste management.

Council will now allocate these funds, into a waste reserve for the future funding for various waste management projects. The annual total of funds to be placed into the Waste Management Reserve will be \$165,000.

| Capital Works Area | | Budget | Summary of Funding Source | | | |
|-------------------------------|---|-------------------|---------------------------|---------------|---------|------------|
| | | 2022/23 | Grants | Contributions | Rates | Borrowings |
| Roads | | | | | | |
| | Regional Roads | | | | | |
| | Reseals | 863,000 | | 863,000 | | |
| | Gravel resheets | 200,000 | | 200,000 | | |
| | Initial Seals - Pooncarie Rd | 12,000,000 | 12,000,000 | | | |
| | Initial Seals - MR433 Ivanhoe-Menindee Rd | 400,000 | | 400,000 | | |
| | | | | | | |
| | Local roads | | | | | |
| | Roads to Recovery | 1,125,000 | 1,125,000 | | | |
| | Fixing Local Roads - Smiths Hill | 1,600,000 | 1,302,000 | 298,000 | - | |
| | | 16,188,000 | | | | |
| | | | | | | |
| Water | | | | | | |
| | White Cliffs WTP and Retic | 2,500,000 | 2,500,000 | | | |
| | Ivanhoe & Wilcannia WTP | 3,600,000 | 3,600,000 | | | |
| | Valve Replacements | 150,000 | | | 150,000 | |
| | Smart Meters | 50,000 | | | 50,000 | |
| | Ivanhoe Electrical Switchboard Upgrades | 75,000 | | | 75,000 | |
| | Tilpa Pipeline | 290,000 | 190,000 | 100,000 | | |
| | Tilpa Solar Array | 25,000 | | | 25,000 | |
| | | 6,690,000 | | | | |
| | | | | | | |
| Outdoor Infrastructure | | | | | | |
| | Ancillary Works | | | | | |
| | Street scape upgrades (Ivanhoe & white Cliffs) | 50,000 | | | 50,000 | |
| | White Cliffs Public Toilet | 10,000 | | 10,000 | | |
| | Sunset Strip Public Toilet | 10,000 | | 10,000 | | |
| | White Cliffs Heritage Trail and information signage upgrade | 10,000 | | 10,000 | | |
| | All Towns - sign posting and information | 25,000 | | 25,000 | | |
| | Welcome to Country Town entrance signages | 100,000 | | 100,000 | | |
| | Wilcannia Post Office | 150,000 | | 150,000 | | |

| | | | | | | |
|--|--|------------------|---------|--------|---------|--|
| | Tourist Kiosk | 50,000 | | 50,000 | | |
| | Wilcannia Caravan Park | 20,000 | | 20,000 | | |
| | LRCI Open/Close Signage | 100,000 | 50,000 | 50,000 | | |
| | LRCI Open/Close Signage | 200,000 | 150,000 | 50,000 | | |
| | LRCI Reid/Myers St Landscaping | 120,000 | 120,000 | | | |
| | LRCI Street Tree Planting | 80,000 | 80,000 | | | |
| | CRIF Tilpa Village Electrical Upgrade | 103,714 | | | 103,714 | |
| | CRIF Victory Caravan park Electrical Upgrade | 130,000 | | | 130,000 | |
| | | | | | | |
| | Cemeteries | | | | | |
| | Wilcannia Plot Works | 15,000 | | | 15,000 | |
| | Survey and GIS Mapping | 26,500 | | | 26,500 | |
| | | | | | | |
| | Parks and Sporting Facilities | | | | | |
| | Playground Upgrades | 120,000 | | | 120,000 | |
| | Playground Upgrades | 90,000 | | | 90,000 | |
| | | | | | | |
| | Aerodromes | | | | | |
| | Emmdale Bore | 85,000 | | | 85,000 | |
| | | | | | | |
| | | 1,495,214 | | | | |
| | Buildings | | | | | |
| | 44 Woore St | 5,000 | | | 5,000 | |
| | 57 Woore St | 25,000 | | | 25,000 | |
| | 47-49 Hood St | 15,000 | | | 15,000 | |
| | Victory Park Caravan Park Residence | 25,000 | | | 25,000 | |
| | 16 Ross St | 20,000 | | | 20,000 | |
| | Flats 1-4 | 28,000 | | | 28,000 | |
| | Atco/ Enviro/ Storage | 15,000 | | | 15,000 | |
| | All Council houses | 60,000 | | | 60,000 | |
| | Locks and Keys | 60,000 | | | 60,000 | |
| | Wilcannia Depot | 43,000 | | | 43,000 | |
| | Wilcannia Post Office | 70,000 | | | 70,000 | |

| | | | | | | |
|--------------|---|-------------------|-------------------|------------------|------------------|----------|
| | 63 Woore St | 5,000 | | | 5,000 | |
| | 23-25 Hood St | 25,000 | | | 25,000 | |
| | LRCI W/C Hall Disable/Unisex Toilet | 24,000 | 24,000 | | | |
| | LRCI Wilcannia Post Office Residence | 200,000 | 168,000 | 32,000 | | |
| | LRCI Post Office Flooring | 85,000 | 85,000 | | | |
| | | 705,000 | | | | |
| | Plant & Equipment | | | | | |
| | Jetpatcher - lease to own \$90k for 5 years (commence Jan 2023) | 450,000 | | | 450,000 | |
| | Tractor - Wilcannia | 150,000 | | | 150,000 | |
| | Tractor - Ivanhoe | 150,000 | | | 150,000 | |
| | Tractor - White Cliffs | 150,000 | | | 150,000 | |
| | Bore Boss - roadworks | 110,000 | | | 110,000 | |
| | Diesel Generator - Post Office | 45,000 | | | 45,000 | |
| | Weed Sprayer | 15,000 | | | 15,000 | |
| | Flexwing slashers, 3 no | 150,000 | | | 150,000 | |
| | | 1,220,000 | | | | |
| | | | | | | |
| Other | LRCI Round 3 - projects not added | 3,000,000 | 3,000,000 | | | |
| | | | | | | |
| | Stormwater Management | | | | | |
| | Outlet Replacements Further report to council | 75,000 | | | 75,000 | |
| | | | | | | |
| | Capital Grant Matching Fund | 300,000 | | | 300,000 | |
| | | | | | | |
| | | | | | | |
| | | 29,673,214 | 24,394,000 | 2,368,000 | 2,911,214 | - |

| | |
|---------------------------|-----------|
| New Assets | |
| - Roads | - |
| - Water Infrastructure | 6,690,000 |
| - Sewerage Infrastructure | |
| - Outdoor Infrastructure | 610,000 |

| | |
|-------------------------------|------------|
| - Plant & Equipment | 1,220,000 |
| - Swimming Pools | |
| - Waste Management | |
| - Capital Grant Matching Fund | 300,000 |
| | 8,820,000 |
| Renewal Assets (Replacement) | |
| - Roads | 4,188,000 |
| - Water Infrastructure | - |
| - Outdoor Infrastructure | 3,103,714 |
| - Buildings | 705,000 |
| - Stormwater | 75,000 |
| | 8,071,714 |
| Upgrade | |
| - Roads | 12,000,000 |
| - Water Infrastructure | - |
| - Sewerage Infrastructure | - |
| - Outdoor Infrastructure | 781,500 |
| | 12,781,500 |
| Total Capital Expenditure | 29,673,214 |

Central Darling Shire Council Income & Expenses Budget Review Statement

May 2022

| | Original Budget 2021/22 (\$000's) | Budget YTD (\$000's) | Actual YTD (\$000's) | Variance YTD (\$000's) | Variance % | Variance Notes |
|--|--|----------------------------|----------------------------|------------------------------|---------------|-------------------|
| Income | | | | | | |
| Rates and Annual Charges | 2,432 | 2,432 | 2,432 | - | 0% | |
| Other Charges and Fees | 9,388 | 9,388 | 14,277 | 4,889 | 52% | 1 |
| Interest and Investment Revenues | 93 | 50 | 50 | - | 0% | |
| Other Revenues | 382 | 379 | 481 | 102 | 27% | 2 |
| Grants & Contributions - Operating | 8,644 | 8,644 | 14,594 | 5,950 | 69% | 3 |
| Grants & Contributions - Capital | 16,084 | 11,752 | 11,752 | - | - | |
| Net gain from disposal of assets | - | - | - | - | - | |
| Total Income from Continuing Operations | 37,023 | 32,645 | 43,586 | 10,941 | 34% | |
| Expenses | | | | | | |
| Employee Costs | 5,532 | 5,071 | 5,294 | (223) | (4%) | |
| Growing Costs | 52 | 42 | 42 | - | 0% | |
| Materials & Contracts | 8,437 | 8,437 | 12,715 | (4,278) | (51%) | 4 |
| Depreciation | 4,139 | 3,794 | 3,794 | - | 0% | |
| Other Expenses | 2,596 | 1,879 | 1,704 | 175 | 9% | |
| Total Expenses from Continuing Operations | 20,756 | 19,223 | 23,549 | (4,326) | (23%) | |
| Net Operating Result from Continuing Operations | 16,267 | 13,422 | 20,037 | 6,615 | 49% | |
| Net Operating Result before Capital Items | 183 | 1,670 | 8,285 | 6,615 | 396% | |

General Notes

Income

Rates and Charges are recognised as income when the rate is struck, generally the 1st of July.
Grants and Contributions are generally recognised when received, unless previously invoiced.

Expenses

Council's insurance premiums have been expensed in the month of July and Council's budget reflects this.
Depreciation is not a cash expense.

Variations

Additional private works for Cobar Shire Council plus additional RMS Works \$1.551 Million
Unbudgeted receipt for NCBA.
Prepayment of Federal Assistance funding for 2023 of \$5.191 million
Increase in costs due to additional private works for Cobar Shire Council plus additional
additional expenditure due to increased Block Grant Funding of \$900,000

Central Darling Shire

DRAFT LONG TERM FINANCIAL PLAN 2023-2032

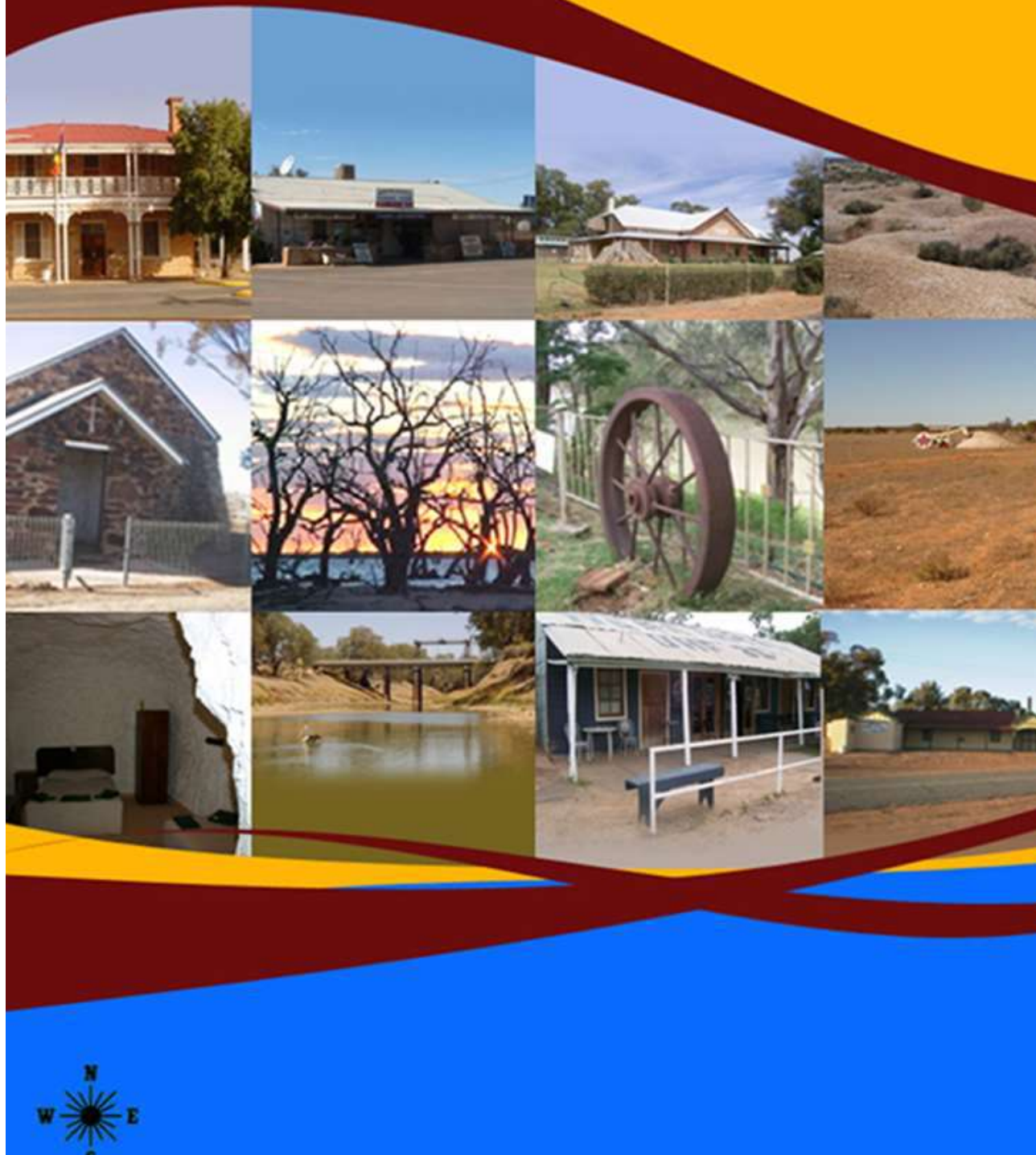




Table of Contents

| | |
|---|------------------------------|
| EXECUTIVE SUMMARY | 4 |
| FINANCIAL RESOURCES | 6 |
| Financial Modelling | 6 |
| Objectives of the Long Term Financial Plan..... | 6 |
| Modelling Methodology..... | 7 |
| Key Assumptions of the 10 Year Financial Model | 7 |
| Summary of Key Outcomes..... | 8 |
| Income Statement Projections | 9 |
| Consolidated | 9 |
| General Rates | 9 |
| Annual Charges | 9 |
| Government Grants | 10 |
| User Charges & Fees | 10 |
| Interest on Investments | 10 |
| Employee Benefits | 10 |
| Materials & Contracts | 10 |
| Depreciation and Amortisation..... | 10 |
| Gross Written Down Value (WDV) of Non-Current Assets Sold | 10 |
| Borrowing Cost Expenses | 11 |
| Key Information Relayed by Statement..... | 11 |
| Water Services | 11 |
| Annual Charges | 11 |
| Government Grants | 12 |
| User Charges & Fees | 12 |
| Materials & Contracts | 12 |
| Depreciation and Amortisation..... | 12 |
| Key Information Relayed by Statement..... | 12 |
| Sewer Services | 13 |
| Annual Charges | 13 |
| Government Grants | 13 |
| User Charges & Fees | 13 |
| Materials & Contracts | 13 |
| Depreciation and Amortisation..... | 13 |
| Key Information Relayed by Statement..... | 14 |
| Balance Sheet Projections | 14 |
| Cash Assets and Cash Equivalents..... | 14 |
| Receivables..... | 15 |
| Inventories | 15 |
| Prepayments | 15 |
| Fixed Assets..... | 15 |
| Accounts Payable..... | 15 |
| Provisions | 15 |
| Accumulated Surplus & Reserves | 15 |
| Key Information Relayed by Statement..... | 16 |
| Cash Flow Projections..... | 17 |
| Key Information Relayed by this Statement | 17 |
| Capital Works | 18 |
| Level and Nature of Capital Works | 18 |
| Capital Funding Sources | 19 |
| Long Term Borrowing Strategies | 19 |
| Future Loan Program and Target Ratios | Error! Bookmark not defined. |
| Finance Leases..... | Error! Bookmark not defined. |
| Rating | Error! Bookmark not defined. |
| Current Rating System | Error! Bookmark not defined. |
| General Rate..... | Error! Bookmark not defined. |



| | |
|---|-------------------------------------|
| Annual Charges | 20 |
| Sustainability | Error! Bookmark not defined. |
| Introduction | Error! Bookmark not defined. |
| Indicators | Error! Bookmark not defined. |
| Financial Ratio Analysis of Central Darling Shire Council | 21 |
| Working Capital Ratio..... | 21 |
| Debt Servicing Ratio..... | Error! Bookmark not defined. |
| Own Source Revenue Ratio | 22 |
| Operating performance Ratio | 22 |
| Renewal/Depreciation Ratio | 23 |

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EXECUTIVE SUMMARY

The Central Darling Shire Council's Long Term Financial Plan 2023-2032 has been developed using a 10 year Financial Model to ensure Council's future financial sustainability. The financial model is a dynamic tool which analyses financial trends over a ten year future period based on a range of assumptions and produces a means by which Council can assess its financial requirements balanced with its strategic objectives.

The Plan has been developed on the following broad assumptions:

- Rates are forecast to increase in line with rate capping predictions by IPART being 0.07% for 2023 then 2.5% for the life of the plan.
- Annual charges for water, sewer and waste services to increase by CPI each year.
- No long-term debt
- All revenue sources other than rates and annual charges to rise by inflation, except if better information is available.
- Net staff levels will remain constant in line with current service provision
- No reduction in the level of services provided
- Assets that provide an income stream or allow Council to reduce operating costs may be leased
- As it is expected that the shire's population will remain static for the life of the plan, no population growth factors have been factored into the plan.
- It is acknowledged that some assumptions used within the plan may become less relevant over a 10 year period

The key outcomes from the Long-Term Financial Plan include the following:

- Council's liquidity improves over the life of the plan
- Capital Works Program has been increased for the life of the plan
- Funding is being allocated for the renewal of assets must ensure sustainability in the longer term
- Council's service levels have been maintained at the current level and will be reviewed during the term of the Plan
- Funding of Council's liabilities for employee leave entitlements and landfill rehabilitation.
- Council's overall financial position strengthens throughout the Plan.
- It is proposed that 1% of the surplus on RMS works goes to a Plant Replacement Reserve

The Plan highlights the ongoing sustainability of the Council into the future and this is further enhanced by asset management programs and strategies that are being implemented. Council will continue to develop these programs over the next ten years and this will provide confidence for the expenditure levels required in the future.

The continued allocation of funding towards the renewal of assets and the consistent level of funds applied to upgrade and maintenance of assets will result in a positive investment for the community in the future.

Overall, the Long Term Financial Plan provides Council with a sustainable financial outlook for the next ten years. Its continued commitment to provide efficient services and to fund the renewal and upgrade of its assets will result in a positive long term viability for the community.

The plan will be a living document and will be updated each year.



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FINANCIAL RESOURCES

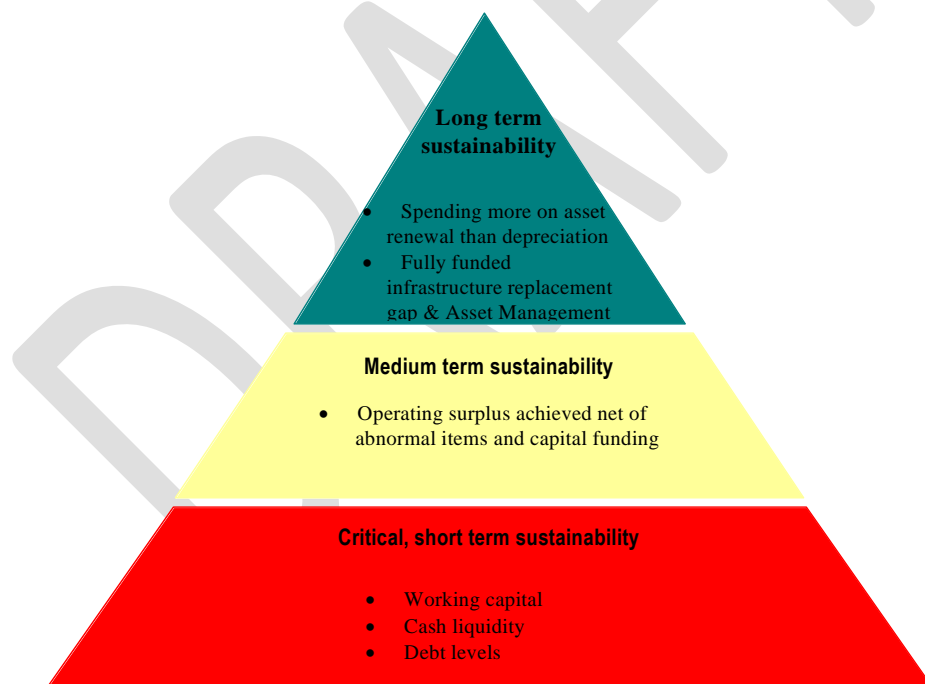
Financial Modelling

Objectives of the Long Term Financial Plan

The overall goal of the LTFP is to ensure that Central Darling Shire Council remains financially sustainable in the long term. It is intended that the 2023-2032 LTFP be based on the following guidelines:

- rate increases are in line with estimated IPART rate capping.
- a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs. user pays principles
- increased funding levels for capital works and infrastructure asset maintenance
- improved liquidity
- achievement of Operating Statement surpluses with the exclusion of all non operational items such as granted assets, developer contributions and capital income.

Financial sustainability is a poorly defined term within Local Government. In order to clarify its meaning in the terms of this LTFP, the below diagram illustrates sustainability on a hierarchy of needs basis.



The most basic level of the pyramid diagram relates to issues of liquidity, debt ratios and working capital, which have an urgent, short-term focus. Without these building blocks in place, Council cannot operate successfully.

The success of this LTFP will be to progress in a structured and transparent way towards the two higher levels of sustainability that have a longer-term focus than the length of this Plan.



Modelling Methodology

Council maintains the ten year financial model on an ongoing basis. The model is based on a series of assumptions that drive the model and any changes made to the assumptions influence the results.

The base point used for modelling this year's LTFP is the budgeted result for 30 June 2023 as prepared at the end of the March quarter during Council's formal budget process.

Key Assumptions of the 10 Year Financial Model

The model is best described as a 'business as usual' scenario with a view to ensure the long-term financial sustainability of Council, and is based on the following assumptions:

- Existing service levels will be maintained.
- There will be no significant changes to the level of subsidization that existing services receive from general revenue.
- Net staff levels will remain constant in line with current service provision.
- Inflation is forecasted as follows:

| 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 3.5% | 3.5% | 3.5% | 3.5% | 3.0% | 2.5% | 2.0% | 2.0% | 2.0% | 2.0% |

- Staff costs will increase by an average of 6.23% over the life of the plan.
- All revenue sources other than rates, annual charges and statutory charges to rise by inflation within reason
- The replacement / refurbishment of existing assets will be maintained at current levels.
- Any new borrowings will be on a principal and interest basis.
- Assets that provide income streams or allow Council to reduce operating costs may be leased
- As it is expected that the shire's population will remain static for the life of the plan, no population growth factors have been factored into the plan.



Summary of Key Outcomes

The following table shows the Summary of Key outcomes over the next 10 years.

| Central Darling Shire Council 10 Year Financial Projections Summary of Key Outcomes | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
| | Budget | | | | | | | | | |
| | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Surplus (deficit) from Operations (Before Capital funding) | 24,512 | 10,348 | 2,561 | 1,767 | 1,519 | 1,598 | 1,317 | 1,133 | 1,084 | 1,086 |
| Underlying Surplus | 118 | 64 | 464 | 451 | 295 | 456 | 175 | (9) | (58) | (56) |
| Net Cashflow from Operations | 27,270 | 13,381 | 6,048 | 5,343 | 5,202 | 6,180 | 6,002 | 5,920 | 5,968 | 6,075 |
| Projected Capital Expenditure | 29,673 | 14,799 | 6,343 | 5,664 | 5,317 | 5,042 | 5,062 | 5,082 | 5,103 | 5,125 |
| Closing Cash Balance | 5,858 | 3,974 | 3,213 | 2,426 | 1,845 | 2,517 | 2,991 | 3,363 | 3,763 | 4,247 |
| Long Term Borrowings | - | - | - | - | - | - | - | - | - | - |

Key points of note:

- A net surplus before capital funding for each year of the plan
- A stable cash position.
- An increase in capital works
- No long-term borrowings.



Income Statement Projections

The following tables show the income statement forecasted results, consolidated and for water and sewer, for 2023-32. Explanations on the major components of the statement are included below.

Consolidated

| Central Darling Shire Council Projected Consolidated Income Statement Year Ending 30 June | | | | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
| | Budget | | | | | | | | | |
| | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| INCOME | | | | | | | | | | |
| Rates | | | | | | | | | | |
| Residential | 362 | 371 | 380 | 390 | 400 | 410 | 420 | 428 | 437 | 446 |
| Farmland | 475 | 487 | 499 | 512 | 524 | 537 | 551 | 562 | 573 | 585 |
| Business | 48 | 49 | 50 | 52 | 53 | 54 | 56 | 57 | 58 | 59 |
| Total Rates | 885 | 907 | 930 | 953 | 977 | 1,001 | 1,026 | 1,047 | 1,068 | 1,089 |
| Annual Charges | | | | | | | | | | |
| Water | 676 | 700 | 724 | 749 | 772 | 791 | 807 | 823 | 840 | 857 |
| Sewer | 277 | 287 | 297 | 307 | 316 | 324 | 331 | 337 | 344 | 351 |
| Waste | 645 | 668 | 691 | 715 | 737 | 755 | 770 | 785 | 801 | 817 |
| Total Annual Charges | 1,598 | 1,654 | 1,712 | 1,772 | 1,825 | 1,871 | 1,908 | 1,946 | 1,985 | 2,025 |
| User Charges & Fees | 9,716 | 10,390 | 10,654 | 11,025 | 11,301 | 11,784 | 12,019 | 12,310 | 12,885 | 13,205 |
| Interest & Investment Revenue | 54 | 56 | 58 | 59 | 61 | 62 | 64 | 65 | 66 | 67 |
| Other Revenues | 405 | 420 | 485 | 547 | 561 | 575 | 586 | 598 | 610 | 622 |
| Contributions | 3,185 | 3,396 | 3,412 | 3,497 | 3,585 | 3,774 | 3,850 | 4,027 | 4,107 | 4,189 |
| Operating Grants | 5,559 | 6,485 | 6,660 | 6,931 | 7,064 | 7,390 | 7,537 | 7,738 | 7,892 | 8,300 |
| Capital Grants | 24,394 | 10,285 | 2,096 | 1,316 | 1,224 | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 |
| Total income | 45,796 | 33,594 | 26,006 | 26,101 | 26,597 | 27,598 | 28,132 | 28,872 | 29,755 | 30,639 |
| EXPENSES | | | | | | | | | | |
| Employee Benefits | 6,967 | 7,219 | 7,279 | 7,456 | 7,603 | 7,754 | 7,908 | 8,005 | 8,125 | 8,175 |
| Borrowing Costs | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 | 39 |
| Materials & Contracts | 7,696 | 8,113 | 8,546 | 8,994 | 9,308 | 9,797 | 10,143 | 10,495 | 10,854 | 11,120 |
| Depreciation | 4,324 | 4,812 | 4,950 | 5,078 | 5,203 | 5,309 | 5,417 | 5,520 | 5,619 | 5,723 |
| Other Expenses | 2,257 | 3,063 | 2,632 | 2,768 | 2,925 | 3,101 | 3,309 | 3,570 | 3,903 | 4,336 |
| Total expenses | 21,284 | 23,246 | 23,446 | 24,334 | 25,078 | 26,000 | 26,816 | 27,629 | 28,541 | 29,394 |
| Surplus(deficit) from Operations | 24,512 | 10,348 | 2,561 | 1,767 | 1,519 | 1,598 | 1,317 | 1,243 | 1,214 | 1,246 |
| Less CAPITAL FUNDING | | | | | | | | | | |
| Capital Grants | 24,394 | 10,285 | 2,096 | 1,316 | 1,224 | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 |
| Gross W.D.V. of Disposed Assets | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of fixed assets | - | - | - | - | - | - | - | - | - | - |
| | 24,394 | 10,285 | 2,096 | 1,316 | 1,224 | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 |
| Net Surplus(deficit) | 118 | 64 | 464 | 451 | 295 | 456 | 175 | 101 | 72 | 104 |

General Rates

General land is the balance of land defined by exception to the general rate. General land therefore consists of residential, commercial and agricultural properties and vacant land.

Council applies a Base Rate and an Ad Valorem rate when calculating the rate to be levied.

Rates are forecast to increase in line with rate capping predictions by IPART being 0.07% for 2023 then 2.5% for the life of the plan.

Annual Charges

Annual charges for water, sewer and waste services to increase by CPI for the life of the plan.



Government Grants

Council is in the lower range of grants received for regional centers. It actively seeks grants. However, its major grant funding is from the NSW Grants Commission which Council is unable to influence to a large degree.

In broad terms, a 2.5% per annum increase has been allowed for recurrent grants reflecting the nature of this revenue type.

Capital grant funding will be received to complete:

- Water Treatment Plants at White Cliffs, Wilcannia and Ivanhoe
- Sealing of the Pooncarie Road

User Charges & Fees

Fees and charges have been increased by inflation, however a number of fees are set by legislation and are not under Council's control e.g. Planning Permits.

Interest on Investments

Interest on investments has been based upon year-end cash and investment balances. It has been assumed an average 1.5% return on funds over the life of the model.

Employee Benefits

Increases in labour and oncosts are composed of two elements. The elements are Enterprise Agreement increments and movements within bandings as part of the annual review process. Council's negotiated Enterprise Agreement increase has been 2.8% per annum, so given this and movements within banding levels, plus additional funded positions, a 6.23% average increase in total employee benefits has been factored into the Plan.

Materials & Contracts

The broad assumption in materials and contracts is for an increase by inflation per annum based on our CPI assumptions.

Depreciation and Amortisation

Depreciation estimates have been based on the projected capital works outlays contained within this LTFP document. Future asset revaluations, levels of developer contributed infrastructure and unanticipated externally funded capital upgrade and expansion expenditure may further influence depreciation estimates. Additional depreciation will be charged in the 2023 year as the new water treatment plant comes online, and the Pooncarie Road Project is completed

Gross Written Down Value (WDV) of Non-Current Assets Sold

All written down values relate to plant items disposed as part of the plant replacement program. No asset sales are predicted for the life of the plan.



Borrowing Cost Expenses

Interest costs have been assessed on the basis of Council not having any new borrowings over the life of the plan. Also included in borrowing costs is the discount adjustments relating to movements in the Provision for Landfill Rehabilitation.

Key Information Relayed by Statement

One of Council's first goals must be to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the Operating Statement) and abnormal items such as gifted assets. The LTFP as provided achieves this result.

Water Services

Central Darling Shire Council Projected Water Income Statement Year Ending 30 June

| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
|--|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Budget | | | | | | | | | |
| INCOME | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Annual Charges | | | | | | | | | | |
| Water | 676 | 700 | 724 | 749 | 772 | 791 | 807 | 823 | 840 | 857 |
| Total Annual Charges | 676 | 700 | 724 | 749 | 772 | 791 | 807 | 823 | 840 | 857 |
| User Charges & Fees | 409 | 423 | 438 | 449 | 460 | 472 | 481 | 491 | 501 | 511 |
| Interest & Investment Revenue | 22 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 27 | 27 |
| Capital Grants | 6,100 | - | - | - | - | - | - | - | - | - |
| Total income | 7,207 | 1,146 | 1,186 | 1,223 | 1,257 | 1,288 | 1,314 | 1,341 | 1,367 | 1,395 |
| EXPENSES | | | | | | | | | | |
| Materials & Contracts | 755 | 764 | 772 | 781 | 789 | 798 | 807 | 815 | 824 | 834 |
| Depreciation | 747 | 759 | 770 | 782 | 793 | 805 | 817 | 829 | 842 | 855 |
| Total expenses | 1,503 | 1,522 | 1,542 | 1,562 | 1,582 | 1,603 | 1,624 | 1,645 | 1,666 | 1,688 |
| Surplus(deficit) from Operation | 5,704 | (377) | (356) | (339) | (325) | (315) | (310) | (304) | (299) | (293) |
| Less CAPITAL FUNDING | | | | | | | | | | |
| Capital Grants | 6,100 | - | - | - | - | - | - | - | - | - |
| | 6,100 | - | - | - | - | - | - | - | - | - |
| Net Surplus(deficit) | (396) | (377) | (356) | (339) | (325) | (315) | (310) | (304) | (299) | (293) |

Annual Charges

Council has the power to levy a service rate or service charge or combination service rate and charge to fund the provision of water supply, sewerage or waste services. Council need not necessarily use property value as the basis for levying a service rate or charge and could use some other criteria. However, this method is the most commonly used, council therefore, applies an annual charge based on property values.

The annual charge for water increases by CPI for the life of the plan.

**Government Grants**

Represent capital grants to provide water infrastructure. The \$6.1 million to be received for the 2022-23 to fund a new water treatment plant for the White Cliffs community, and the upgrading of the water treatment plants at Wilcannia and Ivanhoe.

User Charges & Fees

Fees and charges generally represent excess water usage by consumers, as this is difficult to predict a conservative approach has been adopted, but in broad terms the increase will be in line with inflation.

Materials & Contracts

The broad assumption is materials and contracts will increase in line with inflation per annum based on our CPI assumption. However additional maintenance costs for the new White Cliffs water treatment plant, have been factored in from the 2022-23 year.

Depreciation and Amortisation

The anticipated increase in depreciation for the White Cliffs water treatment plant has been factored in from the 2022-23 year. However, it is acknowledged that this figure is conservative.

Key Information Relayed by Statement

One of Council's first goals must be to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the Operating Statement) and abnormal items such as gifted assets.

The Projected Income Statement for the Water Fund does not achieve this objective over the life of this plan. This is mainly attributable to the increase in maintenance and depreciation for the new water treatment plants, the water pricing policies of the Council prior to the 2014/15 year, and Council's decision to be conservative with any increase to the Annual Charge for Water.



Sewer Services

Central Darling Shire Council Projected Sewer Income Statement Year Ending 30 June

| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Budget | | | | | | | | | |
| | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ |
| INCOME | | | | | | | | | | |
| Annual Charges | | | | | | | | | | |
| Sewer | 277 | 287 | 297 | 307 | 316 | 324 | 331 | 337 | 344 | 351 |
| Total Annual Charges | 277 | 287 | 297 | 307 | 316 | 324 | 331 | 337 | 344 | 351 |
| User Charges & Fees | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Interest & Investment Revenue | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 5 | 5 |
| Operating Grants | 105 | 107 | 108 | 110 | 111 | 113 | 115 | 117 | 118 | 120 |
| Capital Grants | - | - | - | - | - | - | - | - | - | - |
| Total income | 387 | 398 | 410 | 422 | 433 | 443 | 451 | 460 | 470 | 479 |
| EXPENSES | | | | | | | | | | |
| Materials & Contracts | 190 | 192 | 195 | 198 | 201 | 204 | 207 | 210 | 214 | 217 |
| Depreciation | 83 | 84 | 85 | 87 | 88 | 89 | 90 | 92 | 93 | 95 |
| Total expenses | 273 | 276 | 281 | 285 | 289 | 293 | 298 | 302 | 307 | 311 |
| Surplus(deficit) from Operations | 114 | 122 | 129 | 137 | 144 | 149 | 153 | 158 | 163 | 167 |
| Less CAPITAL FUNDING | | | | | | | | | | |
| Capital Grants | - | - | - | - | - | - | - | - | - | - |
| Gross W.D.V. of Disposed Assets | - | - | - | - | - | - | - | - | - | - |
| Proceeds from sale of fixed assets | - | - | - | - | - | - | - | - | - | - |
| Net Surplus(deficit) | 114 | 122 | 129 | 137 | 144 | 149 | 153 | 158 | 163 | 167 |

Annual Charges

Council has the power to levy a service rate or service charge or combination service rate and charge to fund the provision of water supply, sewerage or waste services. Council need not necessarily use property value as the basis for levying a service rate or charge and could use some other criteria. However, this method is the most commonly used, council therefore, applies an annual charge based on property values.

The annual charge for sewer increases by CPI for the life of the plan.

Government Grants

Represent grants provided under the Aboriginal Sewer Scheme. It is expected this grant will continue for the life of the plan.

User Charges & Fees

Fees and charges in broad terms will increase in line with our estimates for inflation.

Materials & Contracts

The broad assumption in materials and contracts is for an increase in line with our estimates for CPI.

Depreciation and Amortisation

Depreciation of sewer infrastructure, no major capital works programs for the sewer system are expected for the life of the plan.



Key Information Relayed by Statement

One of Council's first goals must be to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the Operating Statement) and abnormal items such as gifted assets.

The Projected Income Statement for the Sewer Fund achieves this objective for the life of the plan and can be attributed to the increase in annual charges.

Balance Sheet Projections

The following table shows the balance sheet result for 2023-2032. Explanations on the major components of the statements are included below.

| Central Darling Shire Council Projected Balance Sheet As At 30 June | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
| | Budget | | | | | | | | | |
| | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ |
| ASSETS | | | | | | | | | | |
| Current Assets | | | | | | | | | | |
| Cash & Cash Equivalents | 5,858 | 3,953 | 3,212 | 2,425 | 2,578 | 3,250 | 3,724 | 4,206 | 4,735 | 5,378 |
| Receivables and other debtors | 5,497 | 5,481 | 5,508 | 5,533 | 5,558 | 5,582 | 5,608 | 5,638 | 5,921 | 5,953 |
| Inventories | 400 | 393 | 386 | 378 | 371 | 364 | 357 | 357 | 357 | 357 |
| | 11,755 | 9,827 | 9,105 | 8,337 | 8,507 | 9,196 | 9,689 | 10,201 | 11,013 | 11,688 |
| Non-current Assets | | | | | | | | | | |
| Investment in JO | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 | 1,140 |
| Property, plant and equipment | 273,778 | 290,558 | 298,909 | 306,613 | 314,172 | 320,585 | 327,108 | 333,319 | 339,327 | 345,616 |
| Accumulated Depreciation | (93,703) | (98,027) | (102,839) | (107,789) | (112,866) | (118,069) | (123,378) | (128,795) | (134,314) | (139,934) |
| | 181,215 | 193,671 | 197,210 | 199,965 | 202,446 | 203,656 | 204,870 | 205,664 | 206,153 | 206,823 |
| Total assets | 192,970 | 203,498 | 206,315 | 208,302 | 210,954 | 212,852 | 214,559 | 215,865 | 217,166 | 218,511 |
| LIABILITIES | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | |
| Payables | 993 | 1,075 | 1,215 | 1,437 | 1,667 | 1,886 | 2,163 | 2,208 | 2,264 | 2,333 |
| Lease Liabilities | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 | 308 |
| Income received in advance | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 |
| Provisions | 1,030 | 1,093 | 1,181 | 1,151 | 1,292 | 1,326 | 1,409 | 1,409 | 1,409 | 1,409 |
| | 2,419 | 2,563 | 2,792 | 2,985 | 3,355 | 3,608 | 3,969 | 4,014 | 4,070 | 4,139 |
| Non-current Liabilities | | | | | | | | | | |
| Lease liability | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 |
| Provisions | 700 | 736 | 763 | 790 | 819 | 866 | 896 | 914 | 946 | 977 |
| | 833 | 869 | 896 | 923 | 952 | 999 | 1,029 | 1,047 | 1,079 | 1,110 |
| Total liabilities | 3,252 | 3,432 | 3,688 | 3,908 | 4,307 | 4,607 | 4,998 | 5,061 | 5,148 | 5,249 |
| Net Assets | 189,718 | 200,066 | 202,627 | 204,394 | 206,647 | 208,245 | 209,562 | 210,805 | 212,018 | 213,262 |
| EQUITY | | | | | | | | | | |
| Accumulated Surplus | 132,522 | 142,680 | 145,051 | 146,628 | 147,957 | 149,365 | 150,492 | 151,545 | 152,569 | 153,625 |
| Plant Replacement Reserve | 25 | 50 | 75 | 100 | 125 | 150 | 175 | 200 | 225 | 250 |
| Waste Management Reserve | 165 | 330 | 495 | 660 | 825 | 990 | 1,155 | 1,320 | 1,485 | 1,650 |
| Asset Revaluation Reserve | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 | 57,006 |
| Total Equity | 189,718 | 200,066 | 202,627 | 204,394 | 205,913 | 207,511 | 208,828 | 210,071 | 211,285 | 212,531 |

Cash Assets and Cash Equivalents

Cash funds improves throughout the ten-year period. No overdraft requirements are planned.

**Receivables**

A conservative approach has been taken on this item as review of previous years activity reveals fluctuations in the balances.

Inventories

Although inventory levels have remained relatively constant in recent years, modelling assumptions are such that purchase prices will increase in line with CPI and this is reflected in the future asset values.

Prepayments

A lack of a discernible trend has resulted in a conservative approach taken to prepayments and a CPI inflation factor applied.

Fixed Assets

The fixed asset balance is the outcome of projected levels of capital expenditure, depreciation, gifted assets and asset disposals shown in the Income Statement.

Accounts Payable

A lack of a discernible trend has resulted in a conservative approach taken to accounts payable and a CPI inflation factor applied.

Provisions

It has been assumed in the model that the trend for employee provisions (Annual leave and Long Service Leave) will basically increase as staff wages increase.

Accumulated Surplus & Reserves

The accumulated equity of Council (including Reserve funds) continues to increase during the life of the LTFP in line with projected stable reserves and operating surpluses.

Funds are to be allocated to two Reserves from the 2023 financial year.

- Plant Replacement Reserve
 - To be based on one percent of the profit, from the previous financial year, generated from private works and works completed for RMS. The funds to be transferred into this reserve are not to have an adverse effect on the working capital of Council. This reserve is to be used for the long-term replacement of Council plant.
- Waste Management Reserve
 - A loan was taken out during the 2013 financial year to fund the purchase of three garbage trucks and other operational expenditure. The loan was with the Westpac Banking Corporation and the loan balance as at the year ended 30 June 2013 was \$1,249,000. Council had been paying interest and principal payments of \$13,750 per month to service the loan for the garbage trucks. These payments were being funded by the Annual Charge levied for waste management. Council will now allocate these funds, into a waste reserve for the future funding for various waste management projects.

**Key Information Relayed by Statement**

The Balance Sheet highlights a number of key points:

- Council has paid out it's long term loan.
- Council continues to grow its equity and fixed asset levels.
- No use of Council's overdraft facility for the life of the plan.

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Cash Flow Projections

The Statement of Cash Flows illustrated below is drawn directly from the cash-based transactions shown in the Income Statement and Balance Sheet.

| Central Darling Shire Council | | | | | | | | | | |
|---|-----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Cashflow Projections | | | | | | | | | | |
| Year Ending 30 June | | | | | | | | | | |
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
| | Budget | | | | | | | | | |
| | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Cash Flows from Operating Activities | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Rates & Annual Charges | 2,639 | 2,049 | 2,113 | 2,180 | 2,241 | 2,297 | 2,347 | 2,394 | 2,442 | 2,491 |
| User Charges & Fees | 7,844 | 10,286 | 10,548 | 10,915 | 11,188 | 11,666 | 11,899 | 12,187 | 12,756 | 13,073 |
| Investment and interest Revenue Received | 54 | 56 | 58 | 59 | 61 | 62 | 64 | 65 | 66 | 67 |
| Grants & Contributions | 33,138 | 19,158 | 11,560 | 11,157 | 11,279 | 12,306 | 12,529 | 12,906 | 13,141 | 13,631 |
| Payments | | | | | | | | | | |
| Employee Benefits & Oncosts | (7,150) | (7,425) | (7,485) | (7,662) | (7,809) | (7,754) | (7,908) | (8,005) | (8,125) | (8,175) |
| Materials and Contracts | (9,241) | (10,729) | (10,731) | (11,291) | (11,009) | (12,382) | (12,914) | (13,502) | (14,167) | (14,838) |
| Borrowing Costs | (14) | (14) | (15) | (15) | (15) | (15) | (15) | (15) | (15) | (15) |
| Cash flow from Operations | 27,270 | 13,381 | 6,048 | 5,343 | 5,936 | 6,180 | 6,002 | 6,029 | 6,098 | 6,234 |
| Cash Flows from Investing Activities | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Proceeds from sale of non-current assets | - | - | - | - | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Purchase of Assets | (29,673) | (14,799) | (6,343) | (5,664) | (5,317) | (5,042) | (5,062) | (5,082) | (5,103) | (5,125) |
| Cash flow from investing activities | (29,673) | (14,799) | (6,343) | (5,664) | (5,317) | (5,042) | (5,062) | (5,082) | (5,103) | (5,125) |
| Cash Flows from Financing Activities | | | | | | | | | | |
| Payments | | | | | | | | | | |
| Leasing payments | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) |
| Cash flow from financing activities | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) | (466) |
| Net Increase/(Decrease) in Cash and Cash Equivalents | (2,869) | (1,884) | (761) | (786) | 153 | 672 | 474 | 481 | 529 | 644 |
| Plus Cash and Cash Equivalents - Beginning of Year | 8,727 | 5,858 | 3,974 | 3,213 | 2,426 | 2,579 | 3,251 | 3,725 | 4,207 | 4,736 |
| Plus Cash and Cash Equivalents - End of Year | 5,858 | 3,974 | 3,213 | 2,426 | 2,579 | 3,251 | 3,725 | 4,207 | 4,736 | 5,379 |
| Less Employee Provisions | (1,030) | (1,093) | (1,181) | (1,151) | (1,292) | (1,526) | (1,439) | (1,409) | (1,409) | (1,409) |
| Less Tip Rehabilitation: | (700) | (736) | (763) | (790) | (819) | (866) | (896) | (914) | (946) | (977) |
| Available cash reserves | 4,128 | 2,145 | 1,269 | 485 | 468 | 859 | 1,390 | 1,883 | 2,381 | 2,993 |

Key Information Relayed by this Statement

The cash flow statement shows a continual improvement in Council's cash reserves throughout the life of the plan.

It needs to be noted that for a number of years prior to this plan council has accrued liabilities for employee entitlements and landfill rehabilitation. These liabilities have mostly remained unfunded. Council's intention is that these liabilities will now be funded.



Capital Works

Level and Nature of Capital Works

The Capital Works Program is based on what is considered to be known and required expenditures. The program is based upon the fundamental elements of asset renewal, asset upgrade and asset expansion.

The table below sets out the proposed level and nature of capital works in the LTFP 2023-2032, based on Council's activities.

Central Darling Shire Council
Projected Capital Works Program
As At 30 June

| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
|------------------------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Capital Works Program | Budget | | | | | | | | | |
| | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s | '000s |
| Renewal | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Roads | 4,188 | 3,769 | 3,392 | 3,053 | 2,748 | 2,473 | 2,473 | 2,473 | 2,473 | 2,473 |
| Water Infrastructure | - | 100 | 603 | 621 | 640 | 659 | 679 | 699 | 720 | 742 |
| Sewer Infrastructure | - | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 |
| Outdoor Infrastructure | 3,000 | 1,500 | 750 | 375 | 375 | 375 | 375 | 375 | 375 | 375 |
| Buildings | 705 | 250 | 263 | 276 | 289 | 200 | 200 | 200 | 200 | 200 |
| Stormwater Management | 75 | - | 75 | 79 | 75 | 75 | 75 | 75 | 75 | 75 |
| Swimming Pools | - | - | 120 | 120 | 50 | 50 | 50 | 50 | 50 | 50 |
| Waste Management | - | 120 | 80 | 80 | 80 | 150 | 150 | 150 | 150 | 150 |
| Total Renewal | 7,968 | 5,799 | 5,343 | 4,664 | 4,317 | 4,042 | 4,062 | 4,082 | 4,103 | 4,125 |
| New Assets | | | | | | | | | | |
| Water Infrastructure | 6,690 | - | - | - | - | - | - | - | - | - |
| Sewer Infrastructure | - | - | - | - | - | - | - | - | - | - |
| Outdoor Infrastructure | 610 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 |
| Buildings | - | - | - | - | - | - | - | - | - | - |
| Plant | 1,220 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Capital Grant Matching Fund | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Total Asset Expansion | 8,820 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Upgrade Assets | | | | | | | | | | |
| Outdoor Infrastructure | 885 | - | - | - | - | - | - | - | - | - |
| Pooncarie Road | 12,000 | 8,000 | - | - | - | - | - | - | - | - |
| Total Upgrade | 12,885 | 8,000 | - | - | - | - | - | - | - | - |
| Total | 29,673 | 14,799 | 6,343 | 5,664 | 5,317 | 5,042 | 5,062 | 5,082 | 5,103 | 5,125 |

Apart from the current year forecast, the table shows a degree of variation over time, but this correlates generally with the level of projects and renewal expenditure proposed. The current year forecast level is a result of 'one off' fully grant funded infrastructure projects and expenditure against capital grant funding.

An amount of \$300,000 has been allocated each year to take advantage of any capital grants available on a expenditure matching basis.



Capital Funding Sources

In achieving the above capital works program, capital funding is a critical component and variations in this type of funding will have an immediate impact (positive or negative) on the level of works that can be performed. The table below highlights the capital funding sources.

| Central Darling Shire Council Projected Funding for Capital Works As At 30 June | | | | | | | | | | |
|--|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Works Program | 2022/23 Budget | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
| | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ | '000s \$ |
| External | | | | | | | | | | |
| Grants | 24,394 | 10,285 | 2,096 | 1,316 | 1,224 | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 |
| Contributions | 3,185 | 3,296 | 3,412 | 3,497 | 3,585 | 3,674 | 3,748 | 3,823 | 3,899 | 3,977 |
| Total External | 27,579 | 13,581 | 5,508 | 4,813 | 4,809 | 4,816 | 4,890 | 4,965 | 5,041 | 5,119 |
| Internal | | | | | | | | | | |
| Accumulated Funds | 2,094 | 1,218 | 835 | 850 | 508 | 226 | 172 | 117 | 62 | 6 |
| Total Internal | 2,094 | 1,218 | 835 | 850 | 508 | 226 | 172 | 117 | 62 | 6 |
| TOTAL | 29,673 | 14,799 | 6,343 | 5,663 | 5,317 | 5,042 | 5,062 | 5,082 | 5,103 | 5,125 |
| Capital Works | 29,673 | 14,799 | 6,343 | 5,664 | 5,317 | 5,042 | 5,062 | 5,082 | 5,103 | 5,125 |

The importance of increased capital expenditure is crucial to establishing a position of long-term sustainability.

Long Term Borrowing Strategies

There are currently no plans to undertake long term borrowings

Other Scenarios

Council's small rate base, limited ability to generate revenue and the reliance on government funding somewhat limits the influence Council can exert on its financial plan, when you consider the main financial aim of Central Darling Shire Council is to remain financially sustainable in the long-term. However, council management did model a number of different scenarios with a view to relieving some financial stress to its residents particularly in the area of provision of water services.



Risks to The Financial Plan

Long term financial plans have a level of uncertainty as they are based on a number of assumptions that relate to income, expenditure, capital works and population growth. Some of these assumptions have a relatively minor impact if incorrect; others may have a major impact on future financial plans. By assessing risks associated with assumptions made within the plan, sensitivity scenarios can be considered. The LTFP is updated annually to ensure the assumptions and projections are based upon the latest information.

Changes in Economic Conditions

Changes in inflation will impact revenue and expenditure.

Changes in Employee Costs and Liability Conditions

Forecast employee costs have been adjusted to reflect any identified changes in staff numbers, as well as growth in staff numbers required to satisfy increased service levels. Council re-calculates its provision for leave entitlements on an annual basis. Over the past several years Council's provisions for employee leave entitlements have increased significantly. This is mainly due to Council having a relatively small workforce, which limits the ability to backfill positions as staff take leave. It is predicted that this liability will continue to increase, and may not be able to be funded in the future.

Rate Pegging

Changes in rate pegging will impact revenue forecasts however rate pegging is aligned with the CPI (rate pegging is aligned to the Local Government Cost Index development by IPART each year) therefore any fluctuation in rate pegging will have the opposite effect on the expected expenditure forecast

Grant Funding

Due Council's limited ability to generate its own revenue there is a reliance on government grants to fund Council operations. Any significant reduction in unrestricted government funding would seriously affect the operations of Council.

Further to this, the provision of capital funding for major works, will place pressure on future year budgets as Council will need to fund maintenance and depreciation out of its own source revenue.

Loss of Road Maintenance Contracts

Council is able to generate income from the provision of roads maintenance services to RMS. Loss of these contracts would affect council's sustainability.

Conditions of Infrastructure Assets and Aging

The identified shortfall in infrastructure renewal expenditure and a substantial backlog in infrastructure spending is a major issue facing local government.

The development of asset management plans has confirmed that Council's infrastructure continues to deteriorate, and that current levels of maintenance and renewal fall short of that required to maintain some assets in a satisfactory condition. This infrastructure challenge may place pressure on Council's ability to remain financially sustainable in the long term.



Landfill Rehabilitation

Council owns a number of landfill sites. These landfill sites will need to be rehabilitated sometime in the future. Council has maintained a provision for landfill rehabilitation, but as future costs are difficult to estimate, there is a risk that Council's current provision may not be adequate.

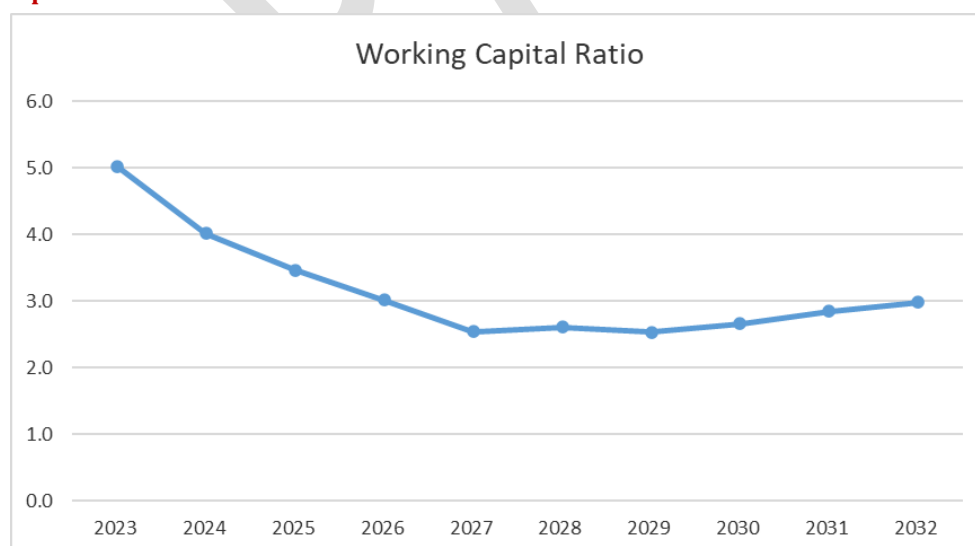
COVID-19

At the time of preparing this Long-Term Financial Plan the financial impacts of the COVID-19 pandemic are being felt across the whole community. Council is not immune to these financial impacts and it is expected that the financial impact will be across both 2022-2023 and 2023-2024 financial years. Due to the long-term nature of this document, it remains drafted on the basis of "business as usual". This provides the necessary alignment with the draft 2022-2023 budget which has also been prepared on a "business as usual" approach. When the full length and financial consequence of COVID-19 is better understood any direct impacts will be factored into an amended Long Term Financial Plan or as part of the next iteration of this document.

Financial Ratio Analysis of Central Darling Shire Council

It is important that Council regularly assesses its financial performance and position against the projections contained in the LTFP. The planned model has been developed so that its implementation will meet a set of financial indicators:

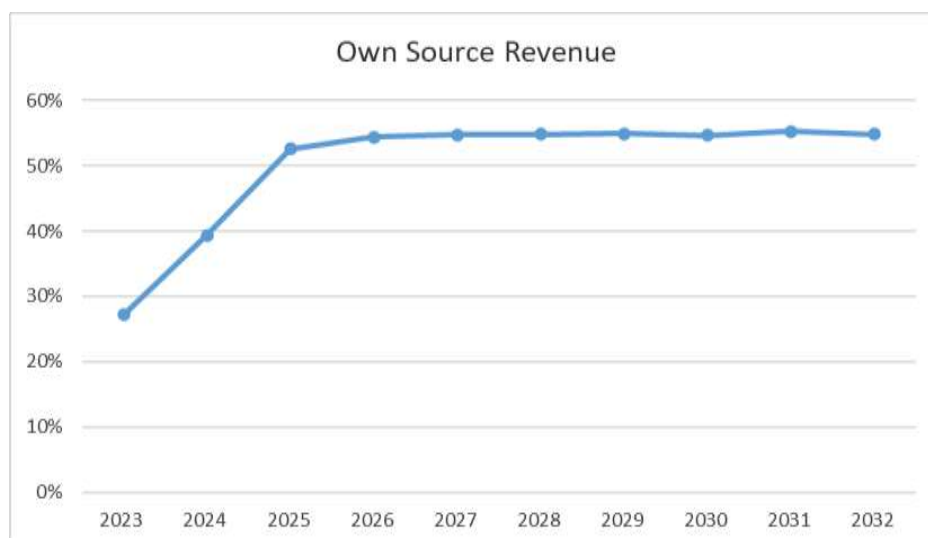
Working Capital Ratio



This ratio measures Council's ability to pay its debts as they fall due. A ratio of 1.5 is a key threshold for testing liquidity issues, and is the benchmark set by the Local Government Accounting Code for NSW. Council's working capital ratio remains above this level for the life of the plan. This ratio may be influenced by any external restrictions placed on Council funds.

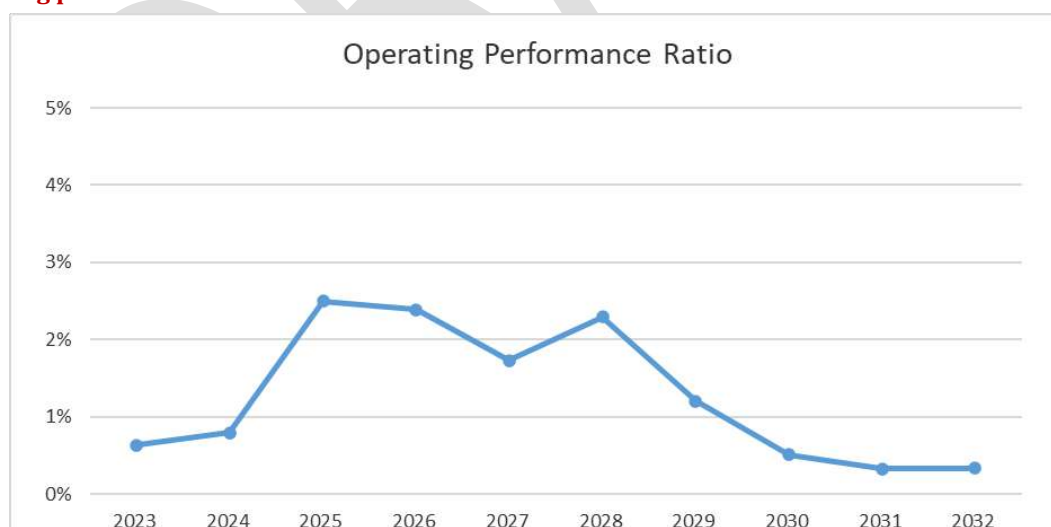


Own Source Revenue Ratio



This ratio shows the degree of reliance on external funding sources such as operating grants and contributions and its ability to generate own-source revenue. The benchmark for this ratio is >60%. Apart from years 2023 to 2024 when a number of large grants are expected to be received, Council has a relatively static Own Source Revenue Ratio which reflects a number of issues including, reliance on government grants, a static population base and a reliance on RMS works to drive income other than rates and charges.

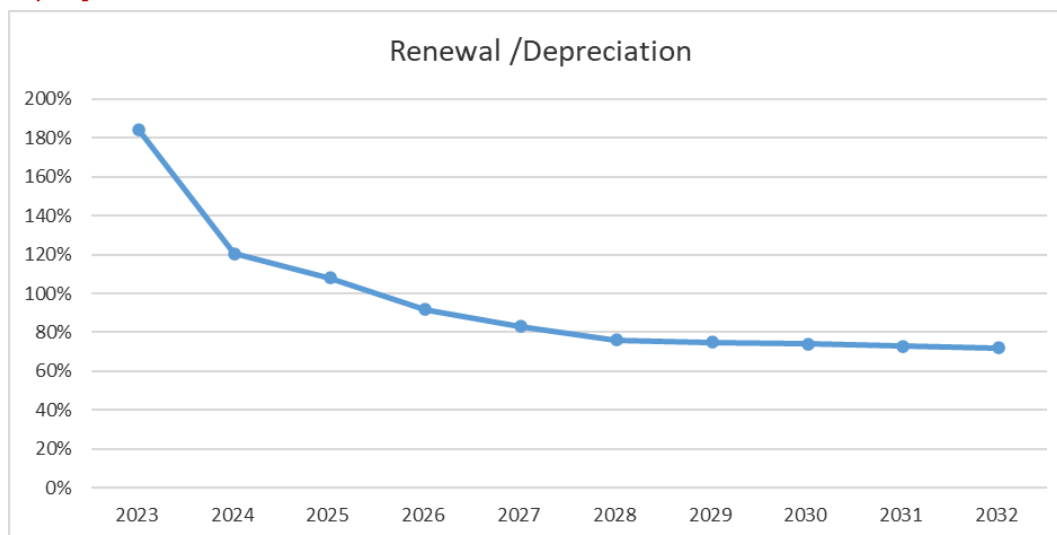
Operating performance Ratio



This ratio indicates Council's ability to contain operating expenditure within operating revenue. The benchmark for this ratio is 0.00. Council remains above this benchmark for the life of the plan, indicating Council is committed to containing expenditure within operating revenue.



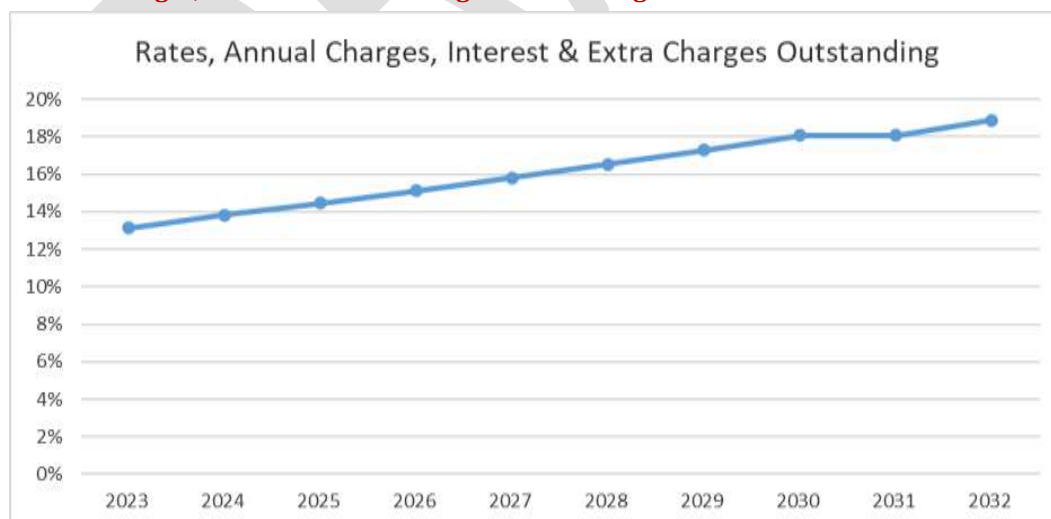
Renewal/Depreciation Ratio



The Renewal/Depreciation Ratio compares capital expenditure on renewal to depreciation. The threshold for this ratio is 100%. A ratio of less than 100% indicates that the capital being consumed in an accounting sense exceeds the capital being replaced into the asset base.

Council forecasted expenditure on renewal is adequate, however any unidentified backlog in renewal expenditure is not currently addressed in this plan.

Rates, Annual Charges, Interest & Extra Charges Outstanding

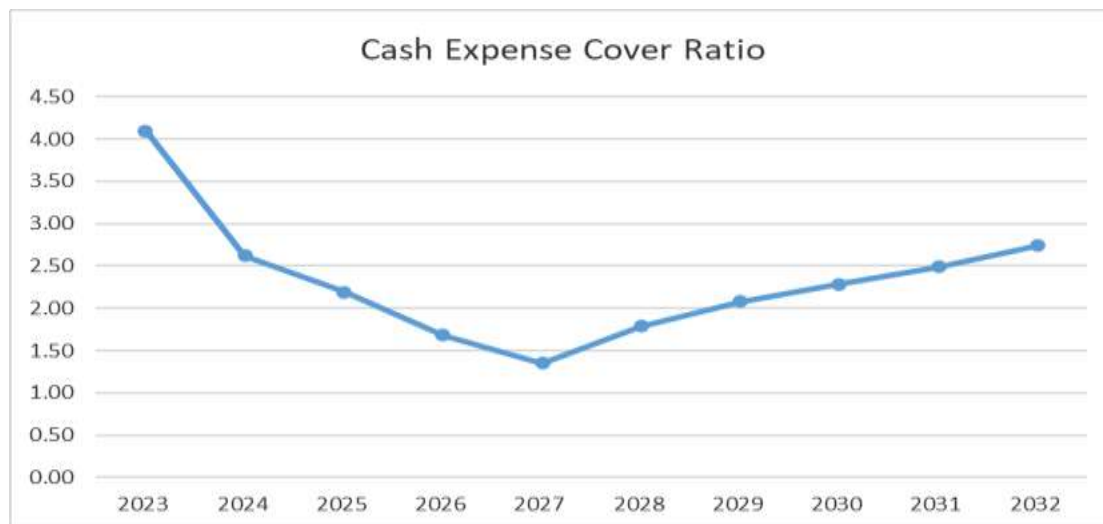


The rates and annual charges outstanding percentage is a measure of the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The benchmark for this ratio is <5%. The ratio indicates Council's ongoing issues with debt recovery due to a number of economic factors associated with smaller councils.



Cash Expense Cover Ratio

This ratio shows the number of months Council can continue to pay its immediate expenses without additional cashflow. The benchmark for this ratio is >3 months. Council remains below this benchmark for the life of the plan, which is not unusual for a Council that has a small rate base.



Ongoing Performance Measurement

The annual budgets are set to meet the financial indicator benchmarks. Consequently, budget control and monitoring is paramount for Council achieving the outcomes of this plan. Budgets are monitored internally via Quarterly Budget Reviews.

Conclusion

In the past Council has endured a number of financial difficulties, but with responsible financial management and strong leadership a clear plan for the ongoing financial stability has been developed.

The Council will continue to operate within the principle of a balanced budget and strive to provide excellent services to its community.

| Grant Title | Column1 | Total Approved Grant Funds | Grants Received 2019 | Grants Received 2020 | Grants Received 2021 | Grants Received 2022 | Grant Funding | Grant Funding | Total Grant Funding Received | Grant Funding to be Received | Total Expended | FY2022 Expended to date | Total Expended | Total Unexpended Balance | Grant Completion Date | Oncost Applicable | GST |
|---|-----------|-------------------------------|-------------------------|-------------------------|----------------------|-------------------------|--|----------------------|---------------------------------|---------------------------------|------------------------------------|----------------------------|------------------|-----------------------------|-----------------------------|----------------------|-----|
| | | | | | | | Received Prior to Current Financial Year | Received YTD 2022 | | | Prior to Current Financial Year | | | | | | |
| Stronger Country Communities Fund Rounding 2021/2022 - Local Roads | CAPITAL | \$ 1,395,084.00 | \$ 460,377.00 | | \$ 460,377.00 | | \$ 920,754.00 | \$ - | \$ 920,754.00 | \$ 474,330.00 | \$ 1,336,197.32 | \$ 28,008.69 | \$ 1,364,206.01 | \$ 30,877.99 | 30/06/2021 | N | N |
| Stronger Country Communities Fund Rounding 2021/2022 - Local Roads | CAPITAL | \$ 760,340.00 | | | \$ 304,136.00 | | \$ 304,136.00 | \$ - | \$ 304,136.00 | \$ 456,204.00 | \$ 154,605.40 | \$ 362,323.14 | \$ 516,928.54 | \$ 243,411.46 | 30/06/2022 | N | N |
| Drought Communities Programme - Extension | CAPITAL | \$ 1,000,000.00 | | \$ 900,000.00 | | | \$ 900,000.00 | \$ - | \$ 900,000.00 | \$ 100,000.00 | \$ 1,105,159.58 | \$ 25,225.71 | \$ 1,130,385.29 | \$ 130,385.29 | 30/06/2021 | N | N |
| Yaaka Cultural Centre | CAPITAL | \$ 3,500,000.00 | | | | | \$ - | \$ - | \$ - | \$ 3,500,000.00 | \$ - | | \$ - | \$ 3,500,000.00 | 30/06/2024 | N | N |
| Upgrade of Pooncarrie Road | CAPITAL | \$ 37,500,000.00 | | \$ 500,000.00 | \$ 8,000,000.00 | \$ 8,500,000.00 | \$ 8,500,000.00 | \$ 8,500,000.00 | \$ 17,000,000.00 | \$ 20,500,000.00 | \$ 3,788,564.56 | \$ 15,596,810.56 | \$ 19,385,375.12 | \$ 18,114,624.88 | | Y | N |
| Local Roads and Community Infrastructure | CAPITAL | \$ 3,721,674.00 | | | \$ 856,098.82 | \$ 358,110.00 | \$ 856,098.82 | \$ 358,110.00 | \$ 1,214,208.82 | \$ 2,507,465.18 | \$ 593,090.38 | \$ 282,589.63 | \$ 875,680.01 | \$ 2,845,993.99 | 30/06/2022 | N | N |
| OSP Council Capacity and Capability Building | CAPITAL | \$ 150,000.00 | | \$ 37,500.00 | | | \$ 37,500.00 | \$ - | \$ 37,500.00 | \$ 112,500.00 | \$ 167,385.43 | \$ 30,680.78 | \$ 198,066.21 | \$ 48,066.21 | 30/06/2022 | N | N |
| OSP Infrastructure / Employment Generation / Community Projects | CAPITAL | \$ 1,430,000.00 | | \$ 557,500.00 | | | \$ 557,500.00 | \$ - | \$ 557,500.00 | \$ 872,500.00 | \$ 753,915.02 | \$ 170,632.21 | \$ 924,547.23 | \$ 505,452.77 | 30/06/2022 | N | N |
| Wilcannia Showgrounds Stimulus Program | CAPITAL | \$ 130,000.00 | | \$ 130,000.00 | | | \$ 130,000.00 | \$ - | \$ 130,000.00 | \$ - | \$ 108,936.39 | \$ 19,200.00 | \$ 128,136.39 | \$ 1,863.61 | 30/04/2022 | N | N |
| IBRF Ivanhoe Multi Service Outlet Project | CAPITAL | \$ 450,000.00 | | | | | \$ - | \$ - | \$ - | \$ 450,000.00 | \$ 87,770.08 | \$ 471,727.63 | \$ 559,497.71 | \$ 109,497.71 | 30/12/2022 | N | N |
| WJO Toilet Facility Upgrades | CAPITAL | \$ 230,000.00 | | \$ 10,000.00 | \$ 220,000.00 | | \$ 230,000.00 | \$ - | \$ 230,000.00 | \$ - | \$ 93,483.37 | \$ 142,420.24 | \$ 235,903.61 | \$ 5,903.61 | 30/06/2023 | N | N |
| WJO Tourism Infrastrucure Enhancement | CAPITAL | \$ 550,000.00 | | \$ 50,000.00 | \$ 350,000.00 | | \$ 400,000.00 | \$ - | \$ 400,000.00 | \$ 150,000.00 | \$ 85,857.01 | \$ 110,828.57 | \$ 196,685.58 | \$ 353,314.42 | 30/06/2023 | N | N |
| WJO Tourism Technology | CAPITAL | \$ 220,000.00 | | | \$ 145,000.00 | | \$ 145,000.00 | \$ - | \$ 145,000.00 | \$ 75,000.00 | \$ 12,345.59 | \$ 9,048.50 | \$ 21,394.09 | \$ 198,605.91 | 30/06/2023 | N | N |
| Local Investments Grant Agreement Menindee Rehabilitation- Exercise Project | CAPITAL | \$ 15,000.00 | | | \$ 15,000.00 | | \$ 15,000.00 | \$ - | \$ 15,000.00 | \$ - | \$ - | \$ 11,410.00 | \$ 11,410.00 | \$ 3,590.00 | 30/04/2022 | N | N |
| Local Investments Grant Agreement: Ivanhoe Rehabilitation/Exercise Park | CAPITAL | \$ 15,000.00 | | | \$ 15,000.00 | | \$ 15,000.00 | \$ - | \$ 15,000.00 | \$ - | \$ - | \$ 11,410.00 | \$ 11,410.00 | \$ 3,590.00 | 30/04/2022 | N | N |
| Local Investments Grant Agreement: Wilcannia Rehabilitation/Exercise Park | CAPITAL | \$ 15,000.00 | | | \$ 15,000.00 | | \$ 15,000.00 | \$ - | \$ 15,000.00 | \$ - | \$ - | \$ 11,410.00 | \$ 11,410.00 | \$ 3,590.00 | 30/04/2022 | N | N |
| WDBEDP Victory Caravan Park Amenity Block Upgrade | CAPITAL | \$ 489,665.00 | | | | \$ 440,700.00 | \$ - | \$ 440,700.00 | \$ 440,700.00 | \$ 48,965.00 | \$ - | \$ 15,981.00 | \$ 15,981.00 | \$ 473,684.00 | 30/04/2022 | N | N |
| Crown Reserve Improvement Fund - Tilpa | CAPITAL | \$ 103,714.00 | | | | \$ 103,714.00 | \$ - | \$ 103,714.00 | | \$ - | \$ - | | \$ - | \$ 103,714.00 | 30/04/2022 | N | N |
| Crown Reserve Improvement Fund - Victory | CAPITAL | \$ 130,000.00 | | | | \$ 130,000.00 | \$ - | \$ 130,000.00 | | \$ - | \$ - | | \$ - | \$ 130,000.00 | 30/04/2022 | N | N |
| Stronger Country Communities Fund Round 4 | | | | | | | | | | | | | | | | | |
| Central Darling Pump Tracks Project | CAPITAL | \$ 752,409.00 | | | | | \$ - | \$ - | | \$ 752,409.00 | \$ - | | \$ - | \$ 752,409.00 | 2/09/2022 | | |
| Cultural Tourism Accelerator | CAPITAL | \$ 10,000.00 | | | | | \$ - | \$ - | | \$ 10,000.00 | \$ - | | | \$ 10,000.00 | | | |
| | | | | | | | \$ - | \$ - | | \$ - | \$ - | | \$ - | | | | |
| Management Plan for Crown Land | OPERATING | \$ 100,000.00 | | | | | \$ - | \$ - | \$ - | \$ 100,000.00 | \$ 105,566.03 | \$ - | \$ 105,566.03 | \$ 5,566.03 | 30/06/2021 | N | N |
| Yaaka Curatorial Co-ordination Project | OPERATING | \$ 15,000.00 | | | | | \$ - | \$ - | \$ - | \$ 15,000.00 | \$ - | | \$ - | \$ 15,000.00 | N/A | N | N |
| OSP Council Statagic Planning | OPERATING | \$ 220,000.00 | | \$ 55,000.00 | | | \$ 55,000.00 | \$ - | \$ 55,000.00 | \$ 165,000.00 | \$ 12,723.58 | \$ 47,306.64 | \$ 60,030.22 | \$ 159,969.78 | 30/06/2022 | N | N |
| Menindee Rural Drought Emergency Funding | | | | | | | | | | | | | | | | | |
| Water Carting | OPERATING | \$ 80,000.00 | | \$ 80,000.00 | | | \$ 80,000.00 | \$ - | \$ 80,000.00 | \$ - | \$ 58,630.00 | \$ - | \$ 58,630.00 | \$ 21,370.00 | 30/06/2021 | N | N |
| Financial Assistant Grant Entitlement | | | | | | | | | | | | | | | | | |
| 2021/2022 - Local Roads | OPERATING | \$ 1,710,939.00 | | | \$ 853,288.00 | \$ 441,392.00 | \$ 853,288.00 | \$ 441,392.00 | \$ 1,294,680.00 | \$ 416,259.00 | \$ - | | \$ - | \$ 1,710,939.00 | 30/06/2022 | N | N |
| Financial Assistant Grant Entilement 2021/2022 - Local Roads | OPERATING | \$ 4,689,329.00 | | | \$ 2,267,835.00 | \$ 1,247,096.00 | \$ 2,267,835.00 | \$ 1,247,096.00 | \$ 3,514,931.00 | \$ 1,174,398.00 | \$ - | | \$ - | \$ 4,689,329.00 | 30/06/2022 | N | N |
| Yaaka Curation/CoOrdination Project | OPERATING | \$ 90,000.00 | | | | | \$ - | \$ - | \$ - | \$ 90,000.00 | \$ - | | \$ - | \$ 90,000.00 | N/A | N | N |
| Yaaka Corporation Establishment - Legal Cost | OPERATING | \$ 25,000.00 | | | \$ 10,043.65 | | \$ 10,043.65 | \$ - | \$ 10,043.65 | \$ 14,956.35 | \$ 10,043.65 | \$ 1,211.00 | \$ 11,254.65 | \$ 13,745.35 | N/A | N | N |
| Regional NSW Planning Portal Grant | OPERATING | \$ 50,000.00 | | | \$ 50,000.00 | | \$ 50,000.00 | \$ - | \$ 50,000.00 | \$ - | \$ 9,454.25 | \$ 15,762.00 | \$ 25,216.25 | \$ 24,783.75 | 1/07/2021 | N | N |
| Preparing Australia Program - Darling River | | | | | | | | | | | | | | | | | |
| Flood Mapping | OPERATING | \$ 100,000.00 | | | \$ 90,000.00 | | \$ - | \$ 90,000.00 | \$ 90,000.00 | \$ 10,000.00 | \$ - | | \$ - | \$ 100,000.00 | 31/03/2024 | N | N |
| Wilcannia Town Clean Up | OPERATING | \$ 330,000.00 | | | | | \$ - | \$ - | \$ - | \$ 330,000.00 | \$ - | | \$ - | \$ 330,000.00 | 30/06/2023 | N | N |
| Office of Sport - Active Fest Events | OPERATING | \$ 27,040.00 | | | \$ 29,744.00 | | \$ 29,744.00 | | \$ 2,704.00 | \$ - | \$ - | | | | 30/06/2022 | n | y |
| | | \$ 60,005,194.00 | \$ 460,377.00 | \$ 2,320,000.00 | \$ 13,561,778.47 | \$ 11,340,756.00 | \$ 16,342,155.47 | \$ 11,340,756.00 | \$ 27,419,453.47 | \$ 32,322,282.53 | \$ 8,483,727.64 | \$ 17,363,986.30 | \$ 25,847,713.94 | \$ 34,130,440.06 | | | |

MORRIS & PIPER

ADVISORY

Central Darling Shire Council - Monthly Report - May 2022

Introduction

This monthly report is prepared for the CDSC under the current Service Agreement (December 2021 to June 2022). The report captures work completed in May 2022 and sets out a proposed detailed work schedule for the month of June 2022. The report will also look forward to potential activities to be undertaken into the early months of 2022-23 (noting M&PA is yet to be engaged beyond June 2022).

As noted previously, the impact of both the increased grant application and contract management work since the start of 2022 has resulted in significant additional days of work in the last six months. These additional days will be invoiced this month as per our existing agreement.

May 2022 Update

- Finalised and submitted the following applications:
 - Community Aboriginal Liaison Officer under the Local Government Social Cohesion Grants program (NSW) application
 - Darling Shire Floodplain Risk Management Study and Plan application under Stage 2 of the Floodplain Management Program (NSW)
 - Assisted with the Local Roads and Community Infrastructure Program Phase 3 (Federal)
- Notified that the following grant applications were successful:
 - CDSC Active Fest Application \$27,040 (ex GST)
- Notified that the following grant applications were unsuccessful:
 - NSW Open Spaces Program – Places to Play – Tilpa Park Upgrade \$205,000 (ex GST). Note, whilst unfortunate, this was a high possibility, so the project was also pre-emptively put forward for funding under LRCI Phase 3 funding
- CDSC grant programs support including tracking, reporting and acquittal of all CDSC grant funding.
- Provided general grant and project management advice, including:
 - Explore Off-farm Efficiency Grants Program with Telstra and prepare an application if required (agreed not to pursue)
 - Advice of the joint Wool Track project
 - Developing a Grants Process Flow Chart for CDSC

Proposed June 2022 Work Schedule

- Preparing applications for the following projects:
 - Crown Land Improvement Fund (NSW) due 3 June 2022 for the following five (5) projects:
 - Menindee Commons
 - Wilcannia, Menindee, Ivanhoe and White Cliffs cemeteries
 - Application under the NSW Planning Portal API Grant (NSW), due 9 June 2022
 - Support the White Cliffs Solar Thermal Farm project application under the Community Building Partnership Program (NSW), due 10 June 2022
 - Various community projects under the Community Events Program (NSW), due 24 June 2022
 - Investigate and apply for projects under the Disaster Risk Reduction Fund: Local & Regional Risk Reduction grants (NSW), due 1 July 2022. Projects include possible EMPlan funding and the Tilpa Levee and Sunset Strip Stormwater drainage
- Continue CDSC grant programs support including tracking, reporting and acquittal of CDSC grant funding. Development of a Grant Project Management checklist to compliment the Grants Process Flow Chart
- Continue to explore and research grant funding opportunities to meet Council priorities.

Proposed early 2022-23 Schedule

- Continue to work on and submit new grant applications due in June 2022, including matching CDSC project priorities with grant opportunities as they become available with a focus on funding for Streetscapes and review of the EMPlan.
- Continue grants administration advice and support.

Summary of days worked

| Total Days under Service Agreement (to end June 2022) | Rolling Total Days Used | May 2022 | Days Remaining to 30 June 2022 |
|---|-------------------------|----------|--------------------------------|
| 65 | 66 | 8 | -9 |

Please note the overall cap of 65 days (13 months at 5 days per month from June 2021) has now been exceeded, with days currently owed sitting at 14 days (\$16,800 ex GST) to the end of May 2022. This assumes no further hours will be accrued in June.

Given M&PA will work a minimum of 5 days in June as per the retainer, total time owing for June and the end of the current retainer period will be 19 days. This amount will be included in the June 2022 invoice as follows:

- 5 days - \$6,000 (ex GST) for June, and
- 14 days - \$16,800 (ex GST) for additional days worked

Please note, any additional days worked over June will be absorbed by M&PA.

MORRIS & PIPER
A D V I S O R Y

Finally, we also note that M&PA's Service Quote (#CDSC004) for 2022-23 has yet to be formally signed by CDSC and are happy to discuss this and any aspects of this report further if required.

Prepared by:



Andrew Morris
Director
3 June 2022

Email: andrew@morrispiper.com
Mobile: 0427 015 580

Film Making Within the Central Darling Shire Council Area

CENTRAL DARLING SHIRE COUNCIL

| | | | |
|--|---|-----------------------|--|
| Title of Policy | Filming in Central Darling Shire | | |
| This applies to | All Council Officials, External Stakeholders | | |
| Author | Greg Hill | Date approved: | |
| Position of Author | General Manager | Authorised by: | |
| Legislation, Australian Standards, Code of Practice | Local Government Act 1993 Local Government (General) Regulation 2005 Roads Act 1993 | | |
| Related Policies/Procedures | Filming Application Form | | |

PURPOSE

The purpose of this policy is to provide guidelines for film makers undertaking work within the boundaries of the Central Darling Shire Council.

The policy acknowledges the valuable contribution made by the film, television and commercial production industry to the Shire but also acknowledges the Shire's rights to protect the activities of its citizens and the assets which Council administers.

The policy acknowledges that film making may impart costs to the Council which should be recoverable.

The policy also acknowledges that Council will have regard to the NSW Local Government Film Friendly Protocol and related legislation..

SCOPE**1. DEFINITION OF FILMING:**

For the purpose of this policy filming means recording images (whether on film or video or electronically or by any other means) for exhibition or broadcast (such as on cinema, television or the internet) and includes such acts or things as may be prescribed, but does not include:

Still photography unless involving the copyright property of Central Darling Shire Council

Video recording of a wedding or other private celebration principally for the purpose of those involved.

Film Making Within the Central Darling Shire Council Area

Recording for the immediate purposes of a television programme that provides by way of current affairs or news.

Filming may include Documentary, Feature Film, Mini-series, Short Film, Television Series, Television Commercial, and Student Production.

OBJECTIVES

1. ACTIVITIES REQUIRING COUNCIL APPROVAL:

The following is a table of common filming related activities that may require Council approval:

| Examples | Legislation |
|---|---|
| Construction of a temporary structure (e.g. a set) | Local Government Act 1993(section 68) |
| Exclusive use of community land for filming. Certain land use depending on zoning | Local Government Act 1993 Environment Planning & Assessment Act 1979 |
| Traffic Regulation | Roads Act 1993, Road Transport (Safety & Traffic Management Act) 1999 |
| Use of a Crown Reserve where Council is the trust manager | Crown Lands Act 1989 |
| Noise, pollution risks | Protection of the Environment Operations Act 1997 |

Council may permit multiple approvals under a single filming proposal in accordance with the Local Government Act, however a proposal can only cover a single filming project.

Procedures associated with such approvals (such as community notifications) may be undertaken within a time period, which is compatible with the nature of filming i.e. such approvals may be required in a relatively short space of time.

2. OTHER APPROVALS

It is the responsibility of the production company to obtain approvals from other statutory bodies including but not exclusively, Police, Roads and Traffic Authority, EPA, DLWC etc.

3. OBTAINING COUNCIL APPROVAL

Division 4 of the Local Government Act sets out procedures designed to facilitate the approval of activities required to be undertaken under a filming proposal. The procedure is:

1. A film proposal is lodged with the Council. This proposal takes the form of an application for approval for activities/works associated with the filming proposal.
2. The proposal must be made on the approved form (see appendices).
3. Council must acknowledge receipt of the proposal within 7 days.

Film Making Within the Central Darling Shire Council Area

4. The filming proposal is to contain all information and matters as required by any relevant legislation and/or as required by Council in order to consider and assess the application.
5. If the application relates to land, where the applicant is not the owner, then the owner's consent is required.

5. INSURANCE ISSUES

No application may be lodged without lodging a Certificate of Currency from a recognised Insurance Company for Public Liability for \$20 million. Major productions may require higher insurance cover. This will be negotiated between Council and the applicant at Council's request.

6. AMENDING AN APPROVAL

Council is mindful that filming activity may be subject to the vagaries of the weather and other forms of delay. An approval may be amended at short notice provided Council is satisfied that:

- a) It is substantially the same as the original approval, and
- b) That no prejudice will be caused to any person who made a submission concerning the application for the approval, and
- c) It has consulted with any person or authority whose concurrence to the original approval was required and no objection to the amendment received.

7. WAIVING APPROVAL

Council may waive a formal approval process on the basis of:

- ♦ Low impact upon community amenity
- ♦ No approvals required from any other authority or agency
- ♦ No construction works to be undertaken
- ♦ Activity is for a very short duration
- ♦ The applicant may be required to publicly acknowledge the contribution of Central Darling Shire Council in connection with the filming
- ♦ Notwithstanding the above, Council must site a Certificate of Currency as described under Insurance Issues.

Film Making Within the Central Darling Shire Council Area

8. COUNCIL CO-ORDINATION

Unless a proposal will result in marked disruption to main township precincts, approval may be obtained through Council Officers.

Co-ordination of departmental approvals is to be under the auspices of the General Manager or his/her nominee.

All documents relating to Council's approval are to be contained in the Central Darling Shire Council HP Records (TRIM) along with key Officer contacts.

In matters relating to partial or full road closures, Council reserves the right to control traffic at all times.

9. FEES & CHARGES

1. Reference is made to Central Darling Shire Councils Annual Schedule of Fees and Charges wherein are contained permit and fees to be charged for Barricades, Road Openings and Closures, and Material on Footpaths. These fees are to be applied to film production.
2. In the event that Council must advertise closures or disruption to traffic, the cost of the placement of such advertisements is to be borne by the filmmakers.
3. In the case of reserves or on any site which requires a modification of existing assets or the construction of a set, a bond of \$500 or such amount as is determined by Council from time to time, is to be lodged before such works are undertaken and is only to be refunded when the Council is satisfied that the site has been remediated or returned to its former condition.
4. Fees that are levied by Council are based on a cost recovery basis

10. FILMING AND INTERVIEWING - COUNCIL BUILDINGS AND EMPLOYEES

In order to film and interview Council employees and volunteers for public broadcast the requirement is to outline the purpose and subject for filming and seek consent from the General Manager of Central Darling Shire Council.

11. Central Darling Shire Council logo and acknowledgement

If a production company has utilised the services of Central Darling Shire Council, it is a requirement that this support is acknowledged on film credits and other appropriate associated materials or communications (such as promotional websites, media releases).

Film Making Within the Central Darling Shire Council Area

General Principles

1. The Applicant will provide Council with a Certificate of Currency for a Public Liability Policy with a minimum cover of \$20 million or an amount as determined by Council from time to time held with an acceptable Insurance Company with an endorsement stating that the policy will be held jointly with the Applicant and Council during the time of filming activity.
2. Filming activities to be carried out will be only as stipulated in the approval by Council and with consideration for members of the local community at all times.
3. The written consent of all relevant authorities to be obtained before filming commences and presented for inspection if requested by Council's authorised officer.
4. All vehicles associated with the production to be legally parked at all times and/or, where applicable, parked in accordance with an approved parking plan.
5. Equipment used and all activities associated with filming shall comply with the Protection of the Environment Operations Act 1997 and the Occupational Health and Safety Act 1983.
6. The Applicant will ensure that every endeavour is made to reduce any inconvenience to residents and/or occupiers of business premises directly affected by filming activities.
7. Residents within the vicinity of the filming are to be notified in writing prior to commencement of filming as directed by Council. Such notification must provide dates, times, all events associated with filming and the conditions fixed by Council.
8. Payment of fees and any bond determined by Council shall be made before filming commences.
9. A copy of Council's approval shall be kept on location at all times and made available for inspection upon request.
10. At the cessation of filming the Applicant will repair all damage, remove all rubbish and restore the location to its original condition prior to filming and to the satisfaction of Council.



CENTRAL DARLING SHIRE COUNCIL

FILMING APPLICATION

About this form

You can use this form to apply for approval to undertake any filming or still photography activities in the outdoor areas such as footways, roads, parks & other spaces within the Central Darling Shire Council area.

How to complete this form

1. Ensure you have read the Central Darling Shire Council Policy on Filming
2. Fields marked with an * are mandatory
3. Once completed you can save this form as a separate document and submit via email or fax with all the necessary documents.

Part 1: Applicant Details (This person will need to be on set at all times)

| | | |
|-----------------------|----------------------|----------------------|
| Title* | Given Name/s* | Family Name* |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Organisation Name* | | |
| <input type="text"/> | | |
| ABN* | Position | |
| <input type="text"/> | <input type="text"/> | |
| Organisation Address* | | |
| <input type="text"/> | | |
| Business Number* | Mobile Number* | |
| <input type="text"/> | <input type="text"/> | |
| Email Address* | | |
| <input type="text"/> | | |

Signed by applicant or person signing on behalf of the applicant – please state in what capacity

| | | |
|------------|----------------------|--------------------------------|
| Signature: | <input type="text"/> | |
| Name: | <input type="text"/> | Capacity: <input type="text"/> |
| Date: | <input type="text"/> | |

Part 2: Production Contact Details

Producer

Name*

Email Address*

Mobile Number*

Location Manager

Name*

Email Address*

Mobile Number*

Production Manager

Name*

Email Address*

Mobile Number*

Unit Manager

Name*

Email Address*

Mobile Number*

Barricading/Safety OfficerDoes a safety plan for this location exist? Yes ☐ No ☐

If so please provide the details.

Part 3: Production Details

Name of Production

Production Summary (maximum 100 words)

Nature of Activity (please tick appropriate box)

Still Shoots/Photography ☐ Television drama and series ☐ Documentaries, short films, children's production ☐Television commercial ☐ Feature films ☐ DVD ☐ Other

Part 4: Location Details

For multiple, complex activities using more than two locations, attach a separate document listing each location's details based on the format below.

Location One

Date (include proposed date, tentative/back up/wet weather dates)

Proposed Location (include street specific details)

Description of Activities (exact details of what will be undertaken at the proposed location)

Crew call time (please use 24 hour clock)

From:

To:

Time of filming/photography (please use 24 hour clock)

From:

To:

Personnel numbers (Detail cast, crew, extras and clients)

Proposed Road Closures and Traffic Control

(include details of users pay police or RTA accredited controllers. See Note for more information. If none required write N/A)

Please note - Any road closures must be advertised in the local media giving no less than **7 days'** notice as per Local Government Act.

Letter drops also need to be undertaken to advise residents / commercial shop owners within the immediate area of the proposed closures. Details including a map must be provided to Council's Shire Services, and may need to be forwarded to the Local Traffic Committee for their approval. If so, a minimum of 6 weeks will be required for approval.

Traffic Control must be provided by qualified personnel, please provide copies of their RTA Traffic Control Cards. This may include TCP design and setup or Traffic Control Officers with Stop/Go signs.

White Cards may be required, for personnel undertaking major construction work / props on Council Property, should the site be classed as a 'construction site'.

Part 4: Location Details Continued...

Details of proposed equipment & machinery (lighting, generators, cherry pickers, towers. If none required write N/A)

Please note –EWP (elevated work platform – cherry picker) cards may be required if in use on council property.

Details of Temporary Structures (e.g. marquees, sets. If none required write N/A)

Detail listing of any dangerous substances that Council should be aware of (If none write N/A)

Please specify any other location related information (If none required write N/A)

Catering (Specify location and times in 24 hour format. If none required write N/A)

Parking Details

Essential Production Vehicles (please specify by type, nature & registration details. If more space is required attach extra sheets and note below)

Production Vehicle Unit Base (please provide a Location plan & mark base on location plan)

Parking Spaces (specify street location, number of spaces & applicable parking restrictions & provide detail on Location Plan)

Barricading of required parking spaces (please use 24 hour clock)

From:

To:

Page 4 of 8

Part 4: Location Details Continued...**Location Two**

Date (include proposed date, tentative/back up/wet weather dates)

Proposed Location (include street specific details)

Description of Activities (exact details of what will be undertaken at the proposed location)

Crew call time (please use 24 hour clock)

From:

To:

Time of filming/photography (please use 24 hour clock)

From:

To:

Personnel numbers (How many? cast, crew, extras and clients)

Part 4: Location Details Continued...

Details of proposed equipment & machinery (lighting, generators, cherry pickers, towers. If none required write N/A)

Please note – EWP (elevated work platform – cherry picker) cards may be required if in use on council property.

Details of Temporary Structures (e.g. marquees, sets. If none required write N/A)

Detail listing of any dangerous substances that Council should be aware of (If none write N/A)

Please specify any other location related information (If none required write N/A)

Catering (Specify location and times in 24 hour format. (If none required write N/A)

Parking Details

Essential Production Vehicles (please specify by type, nature & registration details. If more space is required attach extra sheets and note below.)

Production Vehicle Unit Base (please provide a Location plan & mark base on location plan)

Parking Spaces (specify street location, number of spaces & applicable parking restrictions & provide detail on Location Plan)

Barricading of required parking spaces (please use 24 hour clock)

From:

To:

Part 5: Supporting Documentation Checklist

The following documents must be submitted with your application:

- ☐ Public Liability Insurance Certificate of currency
- ☐ Location Plan (including traffic management & parking plan for each location)
- ☐ COVID safe plan (where requested)

Part 6: Lodgment Details

You can lodge the completed application by:

Email:

Central Darling Shire Council – council@centraldarling.nsw.gov.au

Fax:

Central Darling Shire Council - 08 8091 5944

Please save your application as a separate file & forward to the email address above as an attachment along with other supporting documentation.

What now:

Once your application is received you will receive an acknowledgement from us within 24hrs & will be advised of the expected processing time of your application.

For further information regarding your application please contact us.

Telephone:

Central Darling Shire Council, General Manager – 08 8083 8900

PLEASE NOTE:

- If the information on this application is inaccurate or insufficient it may lead to the cancellation of an approval at anytime.
- If filming is also required at any of the Central Darling Shire Council Airstrips then a separate application is to be completed for each location.

Part 7: Privacy & Personal Information Protection Notice

Purpose of Collection: For management of parks & open spaces in the Council area.
Intended Recipients: Council staff & approved contractors of the Central Darling Shire Council.
 Film Production & Photography Application is voluntary however a completed application form is required for filming & photography in the Council's Parks & Open spaces.
Access/Correction: Council staff or Freedom of information requests
Storage: Council's record management systems & archives

Office Use Only

Receiving Officer

Date Received

Comments/notes



[date]

[Applicant name]

[Applicant company]

[Applicant email/ mailing address]

Dear

APPLICATION FOR FILMING XXXX

I have assessed your application for filming in the [region/location] on [date].

I write to inform you this application is APPROVED in line with Council's policy and procedures.

This approval includes the conditions:

1. Council reserves the right to revoke this Approval, taking into consideration the needs of the community in line with Public Health Orders as announced or varied. Prior to revoking the Approval, Council will undertake to enter into discussions with [Applicant] in an attempt to ensure continuity of the Approval.
2. [Applicant] will inform Council immediately if there are any variations to the Approval, including an extension of the Approval period. Council will not unreasonably deny [Applicant] such variations or extensions.
3. [Applicant] will advise Council immediately if there is injury to Council property, services or infrastructure caused through the filming.
4. Council reserves the right to claim reasonable consideration in the case of Council services and facilities suffering injury directly related to the filming.
5. [Applicant], including staff, contractors and agents undertake to ensure they are aware of all road closures in the region and comply with those road closures. Roads are closed due to rain or inundation and closures are authorised under Section 115 of the Roads Act 1993.

If you have any queries about this Approval, or require further assistance from Council, please contact Council's Community Engagement Officer on 08 8083 8900 or council@centraldarling.nsw.gov.au

I wish you a successful stay in the region and wish you well in the project.

Yours sincerely

Greg Hill
GENERAL MANAGER

Administration Centre – 21 Reid Street Wilcannia
Mailing Address – PO Box 165 Wilcannia 2836
Email council@centraldarling.nsw.gov.au
Phone 08 8083 8900
ABN: 65 061 502 439

ADVOCACY PLAN



2022



Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the shire.



Introduction

Central Darling Shire Council has developed a suite of plans to guide and inform the council, its communities and other government and non-government agencies. Together, these plans provide a comprehensive long term vision for the future of the shire and its communities.

These plans also provide a detailed account of local issues and priorities that require address to ensure the long term wellbeing of the shire and its communities in social, environmental, economic and governance contexts.

The following diagram provides an account of how these plans and associated processes work together.



About this Advocacy Plan

The Central Darling Shire Council Advocacy Plan identifies primary issues and inequities experienced by communities within the Shire, that are beyond the responsibilities of NSW local government or beyond the capacity of Central Darling Shire Council alone to address.

This Advocacy Plan complements the Central Darling Shire Community Strategic Plan and Town & District Improvement Plans in identifying critical shortfalls and inequities in the provision of essential services needed by shire communities.

The plan will assist Central Darling Shire Council and its communities in maintaining a clear and effective advocacy agenda in their discussions and negotiations with relevant agencies.

The primary issues and inequities detailed in this plan may be defined within the following categories:

- Housing
- The wellbeing of children and young people
- Services and facilities for older people
- Governance and representation
- The Baaka (Darling River)
- Training and employment opportunities for young people
- Access to goods and services
- Telecommunications and electricity supply
- Local and regional roads

The term 'inequities' is used in this plan to highlight the disparity in the quality, reliability and levels of service and support allocated to Central Darling Shire and its communities by state, federal and non-government agencies in comparison to most other communities throughout NSW and Australia as a whole.

Advocacy principles

In developing this plan, Central Darling Shire believes that observation of the following principles is essential in planning and delivery of services to shire communities by all government and non-government agencies.

- Uphold human rights and social justice
- Provide equitable access to services, infrastructure and economic opportunities
- Enhance the cultural and environmental sustainability of the shire and its communities
- Provide accountable, transparent, inclusive governance to Shire communities
- Work in partnership with other service providers to plan and deliver appropriate services that meet community needs
- Inform, listen to and engage with communities

We also acknowledge the principles listed in the document titled: “*ALWAYS WAS, ALWAYS WILL BE: Barkandji Lore*” Principles and Protocols for Engagement with the Aboriginal community of Wilcannia, NSW. This document also provides valued guidance in advocating for Aboriginal communities in Central Darling Shire. These principles are as follows:

1. Recognition of and respect for our Barkandji lore and culture
2. Respect for our people’s right to self-determination and self-management
3. Respect for the human rights of all our families in our town including the particular rights of our children
4. Respect for the international principles on Cultural and intellectual Property Rights of Indigenous Peoples
5. Recognition of every community member’s right to live in a secure, safe and peaceful environment
6. Relationships built on trust, dignity, pride, respect, and honesty
7. Local and ongoing ownership of the development process
8. Accountability to our community for social behaviour and delivery of quality services
9. Responsibilities to strengthen not weaken our community unity through shared learning

The focus of our advocacy

OUR VISION FOR ADVOCACY:

We will influence the planning and decision-making of government at all levels and non-government agencies, to ensure the adequate and equitable provision of services and support to communities of the Central Darling Shire.

Our purpose in developing this plan, and defining our advocacy vision and priorities, is to pursue specific outcomes for our communities. These outcomes address issues in areas of human rights, social equity, quality of life, health and wellbeing, and opportunities and prosperity.

Central Darling Shire Council will pursue the following outcomes in advocating for the quality of life and wellbeing of local communities:

OUTCOME 1: GOVERNANCE AND REPRESENTATION

Governance of Central Darling Shire is based on sound principles and practices and is representative of community needs, interests and priorities. Aboriginal communities and agencies within the shire have an equitable role in designing and delivering local governance systems and processes.

OUTCOME 2: HOUSING

There is an adequate supply of diverse, well-built and well-maintained housing across the shire that is appropriate for local environmental conditions and reflect the needs of our communities through all stages of life. Our Aboriginal communities need greater opportunities to purchase their homes or to secure long term tenure in rental accommodation at reasonable prices.

OUTCOME 3: THE BAAKA (DARLING RIVER)

The importance of the Baaka (Darling River) as a source of food and drinking water, a place of cultural significance and a site for active and passive recreation, is recognised and cultural flow is maintained accordingly.

OUTCOME 4: COMMUNITY HEALTH AND WELLBEING

We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of people of all ages. Our communities have access to a range of organised and team sports and well maintained sporting and recreational facilities.

OUTCOME 5: SERVICES AND FACILITIES FOR OLDER PEOPLE

We have a range of local services and facilities that meet the needs of older people.

OUTCOME 6: TRAINING AND EMPLOYMENT OPPORTUNITIES FOR YOUNG PEOPLE

People living in the shire have access to appropriate local training options and employment opportunities in public, private and non-government sector agencies.

OUTCOME 7: ACCESS TO GOODS AND SERVICES

Communities across the shire have local access to affordable fresh produce and choice in local retail outlets.

OUTCOME 8: TELECOMMUNICATIONS AND ELECTRICITY SUPPLY

Local telecommunications and electricity infrastructure is state-of-the-art, well maintained and able to provide comprehensive, reliable services to communities across the shire.

OUTCOME 9: LOCAL AND REGIONAL ROADS

Our road network enables safe and reliable access between local and regional population centres.

The following tables describe the primary issues that form the focus of Central Darling Shire's advocacy activities. These issues have been identified by local communities with the support of Central Darling Shire Council.

1. Governance and representation

| 1.1 SHIRE COMMUNITIES HAVE LIMITED DEMOCRATIC REPRESENTATION UNDER ADMINISTRATION | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | The shire has improved systems and mechanisms to enable democratic representation and participation of local communities in planning and decision-making | NSW Department of Planning, Industry and Environment – Office of Local Government Department of Regional NSW |

| 1.2 ABORIGINAL COMMUNITIES LACK SELF-DETERMINATION AND INPUT IN DECISION-MAKING THAT AFFECTS THEM | | |
|---|---|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee Ivanhoe | Aboriginal communities and agencies within the shire have an equitable role in designing and managing local governance systems and processes. | NSW Department of Planning, Industry and Environment – Office of Local Government NSW Dep't of Aboriginal Affairs Department of Regional NSW Local Aboriginal Land Councils – Wilcannia and Menindee Murdi Paaki Regional Assembly and Community Working Parties |

2. Housing

| 2.1 THERE IS A LACK OF HOUSING IN URBAN AREAS TO RENT OR BUY | | |
|--|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee Ivanhoe | Land is identified and available to facilitate the establishment of new housing development | NSW Department of Planning, Industry and Environment Aboriginal Housing Office National Indigenous Australians Agency Local Aboriginal Land Councils - Wilcannia and Menindee Murdi Paaki Regional Assembly Mid Lachlan Aboriginal Housing Co-Op Banking industry |

| 2.2 MANY HOUSES ARE PERMANENTLY OVERCROWDED | | |
|---|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee | There is an increase in the supply of social and community housing for Aboriginal communities to reduce the incidence and negative impacts of over-crowding | Aboriginal Housing Office National Indigenous Australians Agency Local Aboriginal Land Councils - Wilcannia and Menindee Murdi Paaki Regional Assembly Mid Lachlan Aboriginal Housing Co-Op |

| 2.3 MANY HOUSES ARE PERMANENTLY OVERCROWDED | | |
|---|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee | There is an increase in the supply of social and community housing for Aboriginal communities to reduce the incidence and negative impacts of over-crowding | Aboriginal Housing Office National Indigenous Australians Agency Local Aboriginal Land Councils - Wilcannia and Menindee Murdi Paaki Regional Assembly Mid Lachlan Aboriginal Housing Co-Op |

2.4 THERE IS AN INADEQUATE MIX OF HOUSING TO REFLECT THE NEEDS AND LIVING SITUATIONS OF FAMILIES AND INDIVIDUALS (FROM GRANNY FLATS AND SMALL HOUSES TO LARGER FAMILY HOMES)

| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
|----------------------------------|--|---|
| Wilcannia Menindee Ivanhoe | There is greater diversity in local dwelling types to address the needs of Aboriginal communities and individuals through all stages of life | Aboriginal Housing Office National Indigenous Australians Agency Local Aboriginal Land Councils - Wilcannia and Menindee Murdi Paaki Regional Assembly Mid Lachlan Aboriginal Housing Co-Op |

2.5 HOME OWNERSHIP IS VERY DIFFICULT TO ACHIEVE FOR MANY ABORIGINAL PEOPLE AND HOME LOANS ARE VERY DIFFICULT TO OBTAIN BASED ON POST-CODE

| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
|----------------------------------|---|--|
| Wilcannia Menindee Ivanhoe | Increased rates of home ownership Reduction in the level of finance required for a home loan deposit | Aboriginal Housing Office National Indigenous Australians Agency Local Aboriginal Land Councils - Wilcannia and Menindee Murdi Paaki Regional Assembly Mid Lachlan Aboriginal Housing Co-Op Banking industry Australian Financial Complaints Authority Australian Competition and Consumer Commission |

3. The Baaka (Darling River)

| 3.1 THE LOSS OF WATER QUANTITY, QUALITY AND FLOW IN THE DARLING (BAAKA) RIVER HAS CREATED A LOSS OF CULTURAL IDENTITY, A SOURCE OF FOOD AND DEPENDABLE DRINKING WATER AND A FOCUS FOR RECREATIONAL ACTIVITIES | | |
|---|---|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee Ivanhoe | Local Aboriginal communities and agencies are better able to participate in and influence decision-making on issues that affect them in relation to the Baaka (Darling River) | NSW Department of Planning, Industry and Environment – Office of Local Government NSW Dep't of Aboriginal Affairs Local Aboriginal Land Councils – Wilcannia and Menindee Murdi Paaki Regional Assembly and Community Working Parties |

| 3.2 BAAKA (DARLING RIVER) WATER IS TOXIC AT TIMES DUE TO BLUE-GREEN ALGAE AND AN OVER-CONCENTRATION OF LEACHED FERTILISERS AND CHEMICALS | | |
|--|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee Tilpa | There is a decrease in the incidence of blue-green algae and other toxins in the Baaka/Darling River | Water NSW NSW Department of Planning, Industry and Environment Essential Water Murray Darling Basin Authority NSW Department of Primary Industries Central Darling Shire Council Murray Darling Association Australian Floodplain Association Barkindji Native Title Group Aboriginal Corporation |

4. Community health and wellbeing

| 4.1 THERE IS LIMITED LOCAL ACCESS TO HEALTH, LEGAL AND OTHER PROFESSIONAL SERVICES | | |
|--|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | There are increases in visitation and presence within the shire, of state, federal and non-government service providers to ensure a comprehensive understanding of local issues, build positive relationships with local communities and address longstanding social and community issues | Department of Regional NSW NSW Department of Health Resilience NSW Maari Ma Health Aboriginal corporation National Indigenous Australians Agency Regional Development Australia Murdi Paaki Regional Assembly |

| 4.2 THERE IS A LACK OF SERVICES TO SUPPORT THE MENTAL AND PHYSICAL WELLBEING OF CHILDREN AND YOUNG PEOPLE | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | Local services are increased to better support and improve the lives of children and young people within the shire There is a reduction in the involvement of young people in crime and antisocial behavior within the shire There is a reduction in reported mental health issues in children and young people within the shire | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Education and Training NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health Royal Flying Doctor Service Maari Ma Health Aboriginal Corporation NSW Police Catholic Care Uniting Care REDI |

| 4.3 THE IS AN INADEQUATE RANGE AND QUALITY OF LOCAL SPORT AND RECREATION FACILITIES | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | There is a diverse range of high quality, well maintained sporting and recreational facilities and equipment to meet the needs local communities | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health NSW Police |

| 4.4 LOCAL COMMUNITIES HAVE ENCOUNTERED A DECLINE IN ORGANISED AND TEAM SPORTS | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Menindee | There are increased options in the range of organised and team sports available locally There is increased community participation in local organised and team sports | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health NSW Police |

5. Services and facilities for older people

| 5.1 THERE IS A LACK OF LOCAL ACCOMMODATION AND SUPPORT SERVICES FOR OLDER PEOPLE | | |
|--|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | There are increased local accommodation options and home support services to meet the needs of older people | NSW Department of Family and Community Services NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health Royal Flying Doctor Service Maari Ma Health Aboriginal Corporation Catholic Care Uniting Care |

6. Training and employment opportunities for young people

| 6.1 PROVISION OF LOCAL TRAINING COURSES FOR YOUNG PEOPLE NEED TO MATCH LOCAL EMPLOYMENT OPPORTUNITIES | | |
|---|---|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | Interagency collaboration is increased to identify and pursue appropriate local training and employment opportunities for young people Vocational training courses provided within the shire are aligned with local employment opportunities | NSW Department of Education and Training TAFE NSW National Indigenous Australians Agency Regional Development Australia Local Aboriginal Land Councils – Wilcannia and Menindee Murdi Paaki Regional Assembly REDI Robinson College |

| 6.2 THERE ARE VERY LIMITED OPPORTUNITIES FOR LOCAL EMPLOYMENT | | |
|---|---|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | There are Increases in the number of local people employed in local agriculture, construction, maintenance and administrative roles | National Indigenous Australians Agency Regional Development Australia Local Aboriginal Land Councils – Wilcannia and Menindee Murdi Paaki Regional Assembly REDI.E |

7. Access to goods and services

| 7.1 THERE IS LIMITED LOCAL ACCESS TO FRESH FOOD AND OTHER PRODUCE AND GROCERIES INCLUDING ESSENTIAL HOUSEHOLD ITEMS ARE EXPENSIVE THROUGH LOCAL RETAIL OUTLETS | | |
|--|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | There is an increase in the local availability, choice and affordability of fresh produce | Department of Regional NSW National Indigenous Australians Agency Regional Development Australia Murdi Paaki Regional Assembly Resilience NSW Outback Stores |

| 7.2 THERE IS LIMITED LOCAL ACCESS TO TRADESPEOPLE – E.G. MOTOR MECHANIC, BUILDER, ELECTRICIAN, ETC. | | |
|---|--|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Wilcannia Ivanhoe Menindee | There are local training and employment opportunities and incentives to grow the local availability of trades and services | National Indigenous Australians Agency Regional Development Australia Nsw Department of Education Training Services Murdi Paaki Regional Assembly TAFE NSW REDI.E |

8. Telecommunications and electricity supply

| 8.1 INTERNET SERVICE AND RECEPTION ACROSS THE SHIRE ARE POOR QUALITY | | |
|--|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Telecommunications infrastructure enables adequate internet coverage in all urban and rural locations within the Shire NBN services are provided locally to support internet access for domestic, commercial, community and government activities | Department of Infrastructure, Transport, Regional Development and Communications Resilience NSW Telstra |

| 8.2 MOBILE PHONE RECEPTION IS POOR AND UNRELIABLE AND THERE IS A PREDOMINANCE OF BLACK SPOTS THROUGHOUT THE SHIRE | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Telecommunications infrastructure enables adequate mobile and coverage in all urban and rural locations within the shire | Department of Infrastructure, Transport, Regional Development and Communications Resilience NSW Telstra |

| 8.3 COSTS OF ACCESS TO TELECOMMUNICATIONS SERVICES AND ELECTRICITY SUPPLY ARE HIGH | | |
|--|---|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Pricing of mobile telecommunications addresses the low income levels and high dependency on mobile services throughout most communities in the shire Shire communities have access to choice in local providers of communications services and electricity | Department of Infrastructure, Transport, Regional Development and Communications Resilience NSW Telstra |

| 8.4 MOST TOWNS AND LOCALITIES WITHIN THE SHIRE ARE SUBJECT TO FREQUENT POWER OUTAGES | | |
|--|--|--|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Electricity infrastructure across the shire is improved and well-maintained to minimise power outages and ensure dependable service at all times | Department of Infrastructure, Transport, Regional Development and Communications Essential Energy |

9. Local and regional roads

| 9.1 UNSEALED ROADS THROUGHOUT THE SHIRE ARE DANGEROUS AND/OR IMPASSABLE DURING AND AFTER RAINFALL (10MM OR MORE) | | |
|--|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Unsealed roads are adequately maintained to facilitate dependable, safe transit throughout the shire in all weather conditions | Transport for NSW (Roads and Waterways) Department of Infrastructure, Transport, Regional Development and Communications Resilience NSW |

| 9.2 CAPACITY FOR GROWTH IN TOURISM AND THE TRANSPORT OF GOODS INTO AND OUT OF THE SHIRE IS RESTRICTED BY POOR ROAD CONDITIONS | | |
|---|--|---|
| LOCATION(S) | RESOLUTION TARGETS | ACCOUNTABILITIES |
| Whole of Shire | Road maintenance and upgrade programs for the shire are designed and costed with the intent to seal all roads connecting all significant local and regional population centres | Transport for NSW (Roads and Waterways) Department of Infrastructure, Transport, Regional Development and Communications Resilience NSW |



CONTACT US:

Central Darling Shire Council

PO Box 165

WILCANNIA NSW 2836

(08) 8083 8900

centraldarling.nsw.gov.au

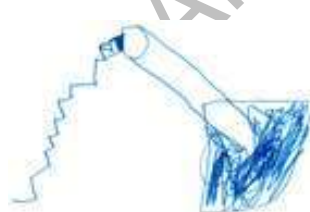
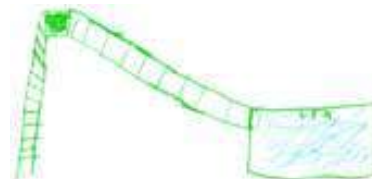
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COMMUNITY STRATEGIC PLAN



2022-2032





Water slides and swimming pools by students from White Cliffs Public School and Wilcannia Central School.

Contents

SECTION 1

| | |
|--|----|
| INTRODUCTION AND BACKGROUND INFORMATION | 4 |
| Acknowledgement of Country | 5 |
| Message from council's Administrator | 6 |
| The Integrated Planning and Reporting framework | 7 |
| The Central Darling Shire Community Strategic Plan | 9 |
| The structure of the Community Strategic Plan | 10 |
| A Snapshot of the Central Darling Shire | 11 |

SECTION 2

| | |
|--|----|
| COMMUNITY STRATEGIC PLAN | 12 |
| Vision statement | 13 |
| Community perspectives about Central Darling Shire | 14 |
| Community Strategic Plan Focus Areas | 15 |
| COMMUNITY AND CULTURE | 17 |
| LOCAL AND REGIONAL GOVERNANCE | 24 |
| NATURAL ENVIRONMENT | 26 |
| LOCAL ECONOMY | 28 |
| RURAL AND URBAN LAND USE | 32 |
| INFRASTRUCTURE AND SERVICES | 35 |

SECTION 3

| | |
|-------------------------------|----|
| COMMUNITY ENGAGEMENT STRATEGY | 40 |
|-------------------------------|----|

SECTION 4

| | |
|-----------------------------------|----|
| LINKS TO STATE AND REGIONAL PLANS | 45 |
|-----------------------------------|----|

SECTION 1

Introduction and background information



DRY



COMMUNITY STRATEGIC PLAN

4

Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the shire.



Message from Council's Administrator

I am very pleased to present the Community Strategic Plan 2022-2032 for Central Darling Shire. This plan is the result of over 12 months of work and close collaboration between the Council and communities across the shire.

It is important to emphasise that this is *not* a council plan. Whilst Council has co-ordinated the process to develop the plan, it is owned by communities of the Central Darling Shire. It provides a comprehensive account of their long-term goals, aspirations and priorities for the future of their towns and village and the shire as a whole.

Our council area is the largest in NSW, measuring 53,000 square km. It is also one of the least populated with around 2,000 permanent residents. The challenges faced by communities within this vast area are significant. Our towns and villages are remote, separated by considerable distances and many of our connecting roads are unsealed and impassable following rain. In addition, the loss of the Darling River, the lack of dependable drinking water supplies, inadequate telecommunications infrastructure, insufficient housing and the high costs of goods and services are just some of the hardships that our communities continue to endure.

Despite these challenges our communities are bound by a strong local spirit. They are proud of their heritage, their enduring bonds with Country, their towns and villages and the self-reliance they have developed in this remote region of Australia.

Whilst the council has a prominent role in working towards the long-term goals identified by Central Darling communities, we cannot do it alone. Many of the prevailing issues described herein are outside of council's role and responsibilities and well beyond our capacity to address. The only solution is improved communication, co-operation and collaboration between government and non-government agencies at all levels.

This plan has been developed to provide pathways for action in planning and delivering services to Central Darling communities. Along with a detailed account of the long-term goals expressed by our communities, it lists actions required to achieve them and identifies state, federal and non-government agencies with responsibilities in this regard.

We hope that this plan will serve as a valuable focal point for inter-agency co-operation and collaboration in working to improve social equity, wellbeing and prosperity for communities of the Central Darling Shire.

Bob Stewart
Administrator
Central Darling Shire Council

The Integrated Planning and Reporting Framework

As part of the New South Wales Government's commitment to a strong and sustainable local government system, legislation was enacted in October 2009 that introduced a planning reporting tool for local government known as the Integrated Planning and Reporting (IP&R) framework.

The following diagram identifies the various components of the integrated planning and reporting framework and how they are linked to each other.

DOCUMENTS IN CENTRAL DARLING SHIRE'S IP&R FRAMEWORK

| STRATEGY/PLAN | PURPOSE | CURRENCY/ EXPIRY |
|-------------------------------------|---|------------------|
| COMMUNITY STRATEGIC PLAN (CSP) | Peak plan providing community perspectives about priority issues to address and goals to work towards across the shire as a whole. | 10 years |
| TOWN AND DISTRICT IMPROVEMENT PLANS | Plans describing the improvement priorities and needs of each town and surrounding district within the shire. | 10 years |
| RESOURCING STRATEGY | Strategy comprising three plans (see below) to ensure council is able to adequately resource its ongoing activities and operations whilst working towards the CSP's long-term goals | |
| • Long-term Financial Plan | Documenting council's projected income and expenditure and modelling to ensure long-term financial sustainability | 10 years |
| • Asset Management Plan | Providing a comprehensive account of the service standards and maintenance requirements and schedules for all council assets. | 10 years |
| • Workforce Management Plan | Identifying council's anticipated human resource priorities and activities to meet the goals and targets of the Delivery Program | 4 years |
| DELIVERY PROGRAM | Plan documenting council activities, projects and initiatives during each council term, to work towards the long-term goals described in CSP | 4 years |
| OPERATIONAL PLAN | Annual plan programming ongoing activities, projects and initiatives and budget to achieve Delivery Program goals and targets | 1 year |
| ANNUAL REPORT | Report documenting council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan | 1 year |

The following diagram identifies the various components of Central Darling Shire's IP&R framework and how they are linked to each other.



The Central Darling Shire Community Strategic Plan

The purpose of the Community Strategic Plan is to describe the community's vision and long-term goals for the future of their local area and region, and identify strategies to achieve them.

While the council has a 'stewardship' role in preparing and maintaining the Plan on behalf of local communities, it is not the owner of the Plan. Communities of the shire own the plan and partners such as state and federal agencies, non-government organisations, council and community groups are responsible for delivering the long-term goals identified in the plan.

The Community Strategic Plan must observe the four social justice principles as determined by the NSW Government's social justice strategy:

- EQUITY —** There should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- ACCESS —** All people should have fair access to services, resources and opportunities to improve their quality of life.
- PARTICIPATION —** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- RIGHTS —** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The Structure of the Plan

To begin with, the plan provides a summary of community perspectives regarding the best things about living in Central Darling Shire and the primary issues and challenges impacting Central Darling communities. These perspectives were provided by participants in community meetings that were held across the shire in the preparation of this plan.

The core of the plan is formed around six focus areas. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

Each focus area outlines lists priority issues that were identified by Central Darling Shire communities for address. Each community priority presents the following information:

- A long-term goal to work towards
- Strategies to address each community priority
- Affected communities
- Responsible agencies
- Indicators of progress towards the long-term goal

A Snapshot of the Central Darling Shire

Central Darling Shire encompasses an area of over 53,000 square kilometres and is the largest Local Government Area (LGA) in New South Wales. Despite this vast land area, the shire's population is only around 2,000 people, one of the lowest of any local government area in Australia. Aboriginal people comprise around 50 percent of the Central Darling population.

There are four main communities within the shire including Wilcannia, Menindee, Ivanhoe and White Cliffs. In addition, there are a number of smaller rural localities which include Darnick, Mossgiel, Sunset Strip and Tilpa. All these communities differ greatly in their demographics, local economies and Aboriginal and European cultures.

The shire is bisected by Baaka (Darling) River and important wetlands encompassing the Menindee lakes system. The local economy is based on a mixture of pastoral, horticultural, agricultural, mining and tourism activities. Rural grazing properties represent the largest land use within the shire, accounting for 97% of the entire area. The council shares its borders with neighbouring shires including Bourke, Cobar, Carrathool, Balranald, Wentworth and the Unincorporated Area. Broken Hill City Council is its nearest neighbouring council and regional centre.



SECTION 2

Community Strategic Plan



COMMUNITY STRATEGIC PLAN



12

Vision Statement

Respecting our country, culture,
people, and river by building
a better future for all generations.



Illustration: Jai, White Cliffs Public School

Community Perspectives about Central Darling Shire

WHAT WE LOVE ABOUT LIVING IN CENTRAL DARLING SHIRE

During discussions with communities of Central Darling Shire, the following responses were provided by participants to describe the best things about living in the Central Darling Shire:

- Family, home and heritage
- Isolation — edge of civilisation
- Sense of community — people know each other — we grieve and celebrate together
- We look after our kids
- Good lifestyle — laid back, not fast
- Our Aboriginal culture — different to white man's
- Community spirit — we all pull together
- Good community events
- Living on Country — spiritual and cultural connection
- The river - when there's water — connection to Country and life.
- Sense of belonging
- Peace and quiet
- Sunsets
- Pristine natural environment
- Good climate
- Wide open spaces
- Fresh clean air
- Outback landscapes
- Rainwater
- Good potential for tourism — lots of iconic places
- Historic towns and buildings
- Less traffic
- Our towns are safe places
- More roads are being sealed
- Good health services including RFDS
- Council provides good support for community events

SUMMARY OF PRIMARY ISSUES AND CHALLENGES WITHIN CENTRAL DARLING SHIRE

During discussions with communities of Central Darling Shire, the following responses were provided by participants to describe the primary issues impacting the wellbeing of communities in the shire:

Housing

- Insufficient housing stock to rent or buy in Wilcannia, Menindee and Ivanhoe
- Chronic overcrowding in many houses with a significant number of houses are dilapidated and uninhabitable and/or in urgent need of repairs
- Inadequate mix of housing to reflect the needs, constraints and living situations of families and individuals — from granny flats and small houses to larger family homes
- Very low rates of home ownership and little or no prospect of ownership
- Disproportionately high property rental prices in comparison to value of home
- Difficulties in securing loans based on post-code

Water (from Baaka/Darling River and other sources)

- The loss of water quantity, quality and flow in the Baaka/Darling River has had severe negative impacts on local cultural identity, community wellbeing, recreational activities and clean and reliable drinking water in Wilcannia, Menindee and Tilpa.
- River water in Wilcannia and Menindee is toxic at times due to blue-green algae and an over-concentration of leached fertilisers and chemicals.
- Most local people don't drink tap water in Wilcannia, Menindee and Ivanhoe due to unreliability of its cleanliness and unpalatable taste.
- Water quality for bathing has associated health impacts.
There is a total lack of potable water White Cliffs and Sunset Strip — all drinking water is sourced from occasional rain or needs to be purchased from nearby retail centres such as Broken Hill.

Governance and representation

- Limited democratic representation under administration
- Loss of community voice without an elected council
- Lack of self-determination and local input in decision-making (Aboriginal communities)
- Aboriginal funding mismanaged and lack tangible outputs for community

Training and employment opportunities

- There are frequent training opportunities for young people in Wilcannia but a lack of employment options to use acquired skills
- There are very limited opportunities for local employment
- Significant government money spent on local vocational education and training but few outcomes to show for it
- Outsourcing contracts which limits funds to be used for employment of local people

Boredom in children and young people

- Lack of services to support the mental and physical wellbeing of children and young people
- Lack of recreation opportunities for children and young people
- Lack of sport and recreation facilities
- Loss of organised sports
- Local playgrounds and equipment in disrepair

Telecommunications and electricity supply

- Poor internet service
- Poor and unreliable mobile phone reception
- Expensive services and data
- Lack of access to the NBN
- Only one provider — no choice or competition
- Poor and limited television and radio reception
- Frequent power outages

Access to goods and services

- Limited local access to health and other professionals
- Limited range of goods and services available locally
- Limited access to fresh food
- High prices of groceries locally
- Limited local access to tradespeople — e.g. motor mechanic, builder, electrician, etc.

Roads

- Unsealed roads dangerous and/or impassable after rain (10mm or more)
- Limited capacity to transport goods into and out of the shire due to poor road conditions
- Grading of unsealed roads too infrequent — roads are subsequently in poor condition
- Limited potential for growth in tourism without more sealed roads connecting towns within the shire and regionally.



Focus Area 1. Community and Culture



COMMUNITY PRIORITY — HOUSING

Our long-term goal for housing:

There is an adequate supply of diverse, well-built and well-maintained housing across the shire that is appropriate for local environmental conditions and reflects the needs of our communities through all stages of life.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|---|---|
| <p>Complete a condition assessment of existing housing stock in Wilcannia and Menindee</p> <p>Undertake a gap analysis to assess existing housing stock in Wilcannia and Menindee and identify current and future housing needs including diversity of housing stock</p> <p>Identify and secure necessary funding to improve and add to existing housing stock with the construction of sustainable, environmentally appropriate and culturally responsive houses in Wilcannia and Menindee</p> <p>Identify and pursue opportunities such as 'rent-to-buy' programs and favourable loan structures to facilitate greater home ownership in local Aboriginal communities</p> <p>Establish an ongoing schedule of maintenance to ensure that existing and future housing stock is in livable condition</p> <p>Advocate for increased Aboriginal housing in Ivanhoe through repurposing of disused houses</p> <p>Monitor the quality of contractors building and maintaining houses</p> <p>Establish housing maintenance and repair contracts with local service providers in Wilcannia, Menindee and Ivanhoe</p> <p>Ensure that the design and construction of all future social housing is sustainable and environmentally sensitive and responsive to cultural needs</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> | <p>Aboriginal Housing Office</p> <p>National Indigenous Australians Agency</p> <p>Local Aboriginal Land Councils Wilcannia and Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Mid Lachlan Aboriginal Housing Co-Op</p> <p>Central Darling Shire Council</p> |

Indicators of progress:

- Increased supply of dwellings in affected population centres to reduce over-crowding in Aboriginal community housing.
- Increased diversity in local housing to address the needs of Aboriginal communities and individuals through all stages of life.
- All dwellings in the shire's population centres are habitable and well maintained.

- Rental costs of community and social housing in the shire's population centres reflect the income levels of occupants.
- Decreased number of abandoned houses in the shire's population centres.
- Increased local aged care options within the shire's population centres
- Increased Aboriginal housing in Ivanhoe



COMMUNITY PRIORITY — SERVICES AND FACILITIES FOR FAMILIES AND COMMUNITIES

Our long-term goal for services and support for families and communities:

We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of families and communities across the shire.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|--|---|
| Provide local services and follow-up to support the mental health and wellbeing of families and communities Increase the provision of services for people who encounter domestic violence and abuse Increase the provision of community programs and services to address local drug, alcohol and tobacco abuse Increase the provision of safe-houses to cater for people encountering domestic violence and abuse, and drug and alcohol abuse | Wilcannia Menindee Ivanhoe | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Education and Training NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health Royal Flying Doctor Service Maari Ma Health Aboriginal Corporation NSW Police Catholic Care Uniting Care REDI |

Indicators of progress:

- Increase in mental health support and follow-up services across the shire.
- Reduction in drug, alcohol and tobacco abuse recorded within the shire.
- Reduction in reported incidents of domestic violence across the shire.
- Reduction in reported mental health issues across the shire.
- Increase in accommodation for people encountering domestic violence and abuse, and drug and alcohol abuse across the shire.

COMMUNITY PRIORITY — SERVICES AND FACILITIES FOR CHILDREN AND YOUNG PEOPLE

Our long-term goal for services and support for children and young people:

We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of our children and young people.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|--|
| <p>Provide local services to support the mental health and wellbeing of children and young people</p> <p>Increase local programs, activities and facilities to minimise the incidence of local crime and antisocial behaviour initiated by children and young people</p> <p>Develop and implement youth mentoring and leadership programs to support and guide young people in areas of respect, social responsibility and community-building</p> <p>Increase the provision of services for children and young people who encounter domestic violence and abuse</p> <p>Increase the provision of programs and services to address local drug, alcohol and tobacco abuse by children and young people</p> <p>Provide safe-houses to cater for children and young people encountering domestic violence and abuse, and drug and alcohol abuse</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> | <p>NSW Department of Sport and Recreation</p> <p>NSW Department of Family and Community Services</p> <p>NSW Department of Education and Training</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW Department of Health</p> <p>Royal Flying Doctor Service</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Police</p> <p>Catholic Care</p> <p>Uniting Care</p> <p>REDI</p> |

Indicators of progress:

- Increase in local services to support and improve the lives of children and young people within the shire.
- Increase in facilities tailored to the social and recreational needs of children and young people.
- Reduction in the involvement of young people in crime and antisocial behaviour within the shire.
- Reduction in reported mental health issues in children and young people within the shire.

COMMUNITY PRIORITY — SERVICES AND FACILITIES FOR AN AGING POPULATION

Our long-term goal for services and support for an aging population:

We have a range of local services and facilities that meet the needs of an aging population.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|---|--|
| <p>Ensure that long-term health and medical service planning in the shire takes account of the local aging population</p> <p>Provide appropriate services and facilities to meet the mobility needs of older people</p> <p>Ensure the availability of a range of local services to address home support needs of older people</p> <p>Establish appropriate accommodation to facilitate local aging-in-place for older people</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> | <p>NSW Department of Family and Community Services</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW Department of Health</p> <p>Royal Flying Doctor Service</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>Catholic Care</p> <p>Uniting Care</p> |

Indicators of progress:

- Increase in local services to support and improve the lives of older people.
- Increase in services and facilities to meet the health needs of older people.
- Increase in accommodation options and home support services for older people.

COMMUNITY PRIORITY — LOCAL SPORT AND RECREATION

Our long-term goal for local sport and recreation:

Our communities have access to a range of local community-based organised and team sports and well maintained sporting and recreational facilities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|--|---|
| Provide well-maintained parks, play equipment, sporting fields and facilities, swimming pools and other recreation facilities for communities in the shire Work with community groups to identify local sporting and recreational needs and opportunities Provide financial and other support for communities in the shire, to pursue new initiatives in local sporting and recreation activities Provide ongoing financial and other support to community groups in organising and managing community sports activities and events | Wilcannia Menindee Ivanhoe White Cliffs | NSW Department of Sport and Recreation NSW Rugby League Central Darling Shire Council |

Indicators of progress:

- Increase in the range of organised and team sports available locally.
- Increased community participation in local organised and team sports.
- Towns within the shire have a range of well-maintained sporting and recreation facilities for people of all ages.

COMMUNITY PRIORITY — COMMUNITY EVENTS

Our long-term goal for community events:

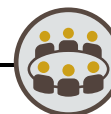
Communities across the shire are supported and strengthened by a range of well-organised community events.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|--|---|
| Source grants and provide financial and other assistance for community events across the shire Provide support to shire communities in seeking grants and funding to organise community events Identify opportunities to establish periodic and ongoing community events Provide shire communities with administrative and other assistance in organising and managing community events | Wilcannia Menindee Ivanhoe White Cliffs | NSW Department of Sport and Recreation NSW Rugby League Central Darling Shire Council |

Indicators of progress:

- Increase in the number and range of community events organised within the shire.
- Increase in the leadership and participation of public, private and non-government agencies in organising and/or sponsoring community events.
- Increase in community participation in community events.

Focus area 2. Local and Regional Governance



COMMUNITY PRIORITY — SHIRE GOVERNANCE

Our long-term goal for shire governance:

Governance of Central Darling Shire is based on sound principles and practices and is representative of community needs, interests and priorities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---------------------------------------|--|
| Design and implement governance systems within the shire that are culturally responsive and ensure communities have effective local democratic structures and representation | Wilcannia Menindee Ivanhoe | NSW Department of Planning, Industry and Environment – Office of Local Government |
| Undertake ongoing engagement with shire Communities to ensure their input in the design of local governance structures and services | White Cliffs Sunset Strip Tilpa | NSW Audit Office Central Darling Shire Council |
| Manage governance of the Central Darling region in co-operation with other existing governance systems including those provided by Local Area Land Councils and the Murdi Paaki Regional Assembly and Community Working Parties | All rural localities | Local Area Land Councils – Wilcannia and Menindee Murdi Paaki Regional Assembly and Community Working Parties |
| Ensure that governance of the shire is focused on the effective planning and delivery of adequate and appropriate services and facilities to local communities | | |
| Maintain an adequate stock of local housing for appropriate council staff | | |
| Ensure that funding allocations to the shire reflect the needs of local communities, their remoteness and their dependency on local infrastructure and services | | |

Indicators of progress:

- Increased community participation in planning and decision-making within the shire.
- Adoption of improved systems and mechanisms to enable democratic representation of shire communities.
- Increased guaranteed funding allocated to the shire to address community needs

COMMUNITY PRIORITY — ABORIGINAL COMMUNITIES DECISION-MAKING AND REPRESENTATION

Our long-term goal for Aboriginal communities decision-making and representation:

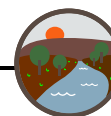
Aboriginal communities within the shire participate in planning and decision-making on issues that affect them.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|--|
| <p>Ensure that Aboriginal communities within the shire are directly engaged and represented in the design and delivery of local services and support</p> <p>Ensure that planning and provision of services to local Aboriginal communities reflects current and future needs</p> <p>Maintain appropriate visitation to and/or presence within shire communities to ensure that services for Aboriginal communities are appropriately planned and provided to properly address community issues and needs</p> <p>Establish transparent agency reporting and accountability to ensure community awareness of ongoing funding allocations and expenditure</p> <p>Improve and increase interagency communication and collaboration to support effective service planning and delivery for local communities</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> | <p>Central Darling Shire Council</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Aboriginal Housing Office</p> <p>NSW Department of Aboriginal Affairs</p> <p>Local Area Land Councils – Wilcannia and Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Barkindji Native Title Group Aboriginal Corporation</p> |

Indicators of progress:

- Increased levels of self-determination of local Aboriginal communities in relation to issues that affect them.
- Increased local participation in the governance of Aboriginal agencies working within the shire.
- Increased local visitation and presence of Aboriginal agencies providing services to communities within the shire.

Focus area 3. Natural Environment



COMMUNITY PRIORITY — THE BAAKA / DARLING RIVER, MENINDEE LAKES AND WILLANDRA CREEK

Our long-term goals for the Baaka / Darling River:

The Baaka / Darling River, Menindee Lakes and Willandra Creek have an adequate flow of water to ensure they are clean, well-stocked with a range of fish species and are safe and attractive locations for cultural and recreational activities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|--|--|
| <p>Central Darling Shire Council advocates for the water needs and rights of shire communities through membership of agencies and associations including the Murray Darling Basin Authority, the Menindee SDL Working Party, the Murray Darling Association, the Australian Floodplain Association and the Barwon Darling Consumer Action Group</p> <p>Maintain environmental flows to ensure that Aboriginal communities have permanent access to cultural water</p> <p>Ensure there is a minimum of two-years water supply for all towns within the shire</p> <p>Ensure the Menindee Lakes system is subject to effective governance and water is maintained in all lakes in perpetuity</p> <p>Maintain regular flows of water to ensure all weir pools are permanently filled.</p> <p>Increase the capacity of existing bores to ensure secure water supplies for all towns within the shire</p> <p>Create protection zones along the river to preserve the riverside environment and Aboriginal cultural heritage near Wilcannia and Menindee.</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Tilpa</p> | <p>Water NSW</p> <p>NSW Department of Planning, Industry and Environment</p> <p>Essential Water</p> <p>Murray Darling Basin Authority</p> <p>NSW Department of Primary Industries</p> <p>Central Darling Shire Council</p> <p>Murray Darling Association</p> <p>Australian Floodplain Association</p> <p>Barkindji Native Title Group Aboriginal Corporation</p> |

Indicators of progress:

- The Baaka/Darling River is recognised as a place of cultural and heritage significance for Aboriginal communities and is managed accordingly
- Increase in the flow volume and frequency in the Baaka/Darling River and Willandra Creek
- Decrease in presence of blue-green algae and other toxins in the Baaka/Darling River and Willandra Creek
- Increased presence and proliferation of varied fish species in the Baaka/Darling River and Willandra Creek
- Increased health of riparian zones along the Baaka/Darling River and Willandra Creek

- The Baaka/Darling River provides a safe location for cultural and recreational activities
- The Baaka/Darling River is healthy and connected to the junction with the Murray
- A RAMSAR agreement is in place for Menindee lakes system



Focus area 4. Local Economy



COMMUNITY PRIORITY — EMPLOYMENT

Our goal for employment:

People living in the shire have access to local employment opportunities in public, private and non-government sector agencies.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|---|
| <p>Develop training and employment opportunities for local Aboriginal people to ensure that council staffing reflects the cultural demographics of the shire</p> <p>Reinstate local contracts for property maintenance including building repairs, gardening, etc</p> <p>Identify and expand employment opportunities in local tourism, home services, maintenance, etc</p> <p>Identify and establish employment paths for local young people and others of employment age.</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> | <p>NSW Department of Education and Training</p> <p>TAFE NSW</p> <p>National Indigenous Australians Agency</p> <p>Regional Development Australia</p> <p>Local Area Land Councils – Wilcannia, Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Central Darling Shire Council</p> <p>REDI</p> <p>Robinson College</p> |

Indicators of progress:

- Increase in local employment opportunities.
- Reduction in local unemployment.
- Increase in agency collaboration to identify and pursue appropriate local training and employment opportunities for young people.
- Increase in the number of local people employed in agriculture, construction, maintenance and administrative roles within the shire.
- Vocational training courses provided within the shire are aligned with local employment opportunities.

COMMUNITY PRIORITY — ACCESS TO FRESH PRODUCE AND RETAIL CHOICES

Our long-term goal for access to fresh produce and retail choices:

Communities across the shire have local access to affordable fresh produce and choice in local retail outlets.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|----------------------|--|
| Facilitate and support new retail initiatives across the shire including market days and new small businesses | Wilcannia | National Indigenous Australians Agency |
| Assist in promoting the establishment of outback stores for Wilcannia and Ivanhoe | Menindee | Regional Development Australia |
| Promote the development of community gardens in all towns within the shire to provide communities with access to fresh produce | Ivanhoe | Central Darling Shire Council |
| | White Cliffs | Murdi Paaki Regional Assembly |

Indicators of progress:

- Increase in local availability and choice of fresh produce - fruit, vegetables, meat, dairy, baked goods, etc.
- Increased numbers and diversity of local shops, cafes and restaurants.

COMMUNITY PRIORITY — TOURISM

Our long-term goal for tourism:

The shire is host to a range of services, attractions and activities that support and grow local tourism.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|---|--|
| Provide ongoing support to existing local tourism associations and ensure cultural diversity Facilitate the establishment of a tourism association in Ivanhoe Develop a Destination Management Plan for the shire Support and promote the establishment of new Aboriginal tourism businesses and build the capacity of existing businesses Identify and pursue opportunities to use digital technologies to promote tourism across the shire Provide training for young Aboriginal people to prepare them for work in the local tourism industry Identify future infrastructure needs to accommodate increased tourism | Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip Tilpa | Destination NSW Destination country and Outback NSW Department of Planning, Industry and Environment NSW Department of Regional Communities NSW Department of Education and Training NSW TAFE Central Darling Shire Council and neighbouring councils Murdi Paaki Regional Assembly NSW National Parks and Wildlife Service Regional Development Australia Regional business and industry groups Local tourism associations |

Indicators of progress:

- Increase in the number and range of Aboriginal tourism businesses within the shire.
- Increase in support for the identification and development of local Aboriginal tourism businesses.
- Increase in the number of visitors to the shire.
- Increase in the number of local people employed in tourism.
- Increase in tourism marketing and publicity about the shire.

COMMUNITY PRIORITY — AGRICULTURE

Our long-term goal for agriculture:

The economy of the shire incorporates sustainable and diverse agricultural activities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|---|
| Work with Local Land Services to manage and minimise weeds and pest animals Identify and undertake necessary measures to ensure the ongoing biosecurity of local agriculture Undertake necessary measures to ensure water security for local agriculture Explore opportunities to promote 'paddock to plate' regional business practices Promote market days and gate sales for local produce | Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip Tilpa All rural localities | Central Darling Shire Council NSW Department of Primary Industries Local Land Services NSW National Parks and Wildlife Service Water NSW NSW Department of Planning, Industry and Environment Local primary producers |

Indicators of progress:

- Local agricultural industries continue to contribute significantly to the shire's economy.
- Minimal loss of agricultural land to other activities.
- Increase in the volume of river water available to local agriculture.
- Increase in the number of local people employed in the agricultural sector within the shire.

Focus area — 5. Rural and Urban Land Use



COMMUNITY PRIORITY — LAND AVAILABILITY FOR HOUSING

Our long-term goal for land availability:

We have land allocated in our towns and appropriate policies to identify new housing development opportunities and enable the creation of new housing to reflect the needs of local communities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|---|--|
| <p>Ensure the Local Environment Plan is developed to reflect local housing needs</p> <p>Identify land areas in Wilcannia, Menindee and Ivanhoe for further development of social and community housing</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> | <p>Central Darling Shire Council</p> <p>NSW Department of Planning, Industry and Environment</p> <p>NSW Crown Lands</p> <p>Barkindji Native Title Group Aboriginal Corporation</p> |

Indicators of progress:

- Land availability in towns within the shire is adequate to facilitate the establishment of new housing development.
- Land areas are identified for the establishment of new housing in urban areas within the shire.

COMMUNITY PRIORITY — GREENING AND BEAUTIFICATION OF TOWNS

Our long-term goal for greening and beautification of towns:

Our towns and town entrances are attractive, green and welcoming to local people and visitors.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|--|--|
| Develop and maintain streetscape masterplans for towns and villages within the shire Develop attractive town entrances for each town and village within the shire including acknowledgement of Country signs Develop an ongoing program to plant street trees throughout towns and villages within the shire Extend footpaths and kerb and gutter throughout urban areas in Wilcannia and Menindee Establish ongoing water supply to enable the greening of roadside verges in urban areas of Wilcannia and Menindee | Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip | Central Darling Shire Council Water NSW |

Indicators of progress:

- Increased application of shade solutions including street trees, shade sails, roofing, etc, to open spaces in towns across the shire.
- Increase in the number of street trees in urban areas within the shire.
- Increased availability and utilisation of raw water for greening of grass verges, parks, sports fields, recreation areas, etc.
- Design and application of measures to manage and reduce dust in urban areas across the shire.
- Design and application of measures to beautify the entrances to towns across the shire.
- Improvements in maintenance of infrastructure and vegetation in town parks across the shire.

COMMUNITY PRIORITY — LOCAL HERITAGE

Our long-term goal for local heritage:

Our Aboriginal and European heritage is preserved and celebrated.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|--|--|
| <p>Ensure that local Aboriginal and European heritage sites and buildings and places of cultural values are well maintained and preserved</p> <p>Identify grants and funding to promote and support local heritage projects</p> <p>Identify opportunities and associated funding for heritage listing and maintenance of significant buildings and environmental features</p> <p>Develop projects to install heritage signage and wayfinding for towns within the shire</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p> | <p>NSW Department of Planning, Industry and Environment</p> <p>Central Darling Shire Council</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW National Parks and Wildlife Service</p> <p>Murdi Paaki Regional Assembly</p> |

Indicators of progress:

- Aboriginal significant sites within the shire are identified and heritage listed
- Funding is increased for local heritage projects and heritage listings
- Buildings of heritage significance within the shire are listed and preserved

Focus area 6. Infrastructure and Services



COMMUNITY PRIORITY – TELECOMMUNICATIONS AND ELECTRICITY INFRASTRUCTURE

Our long-term goal for telecommunications and electricity supply:

Local telecommunications and electricity infrastructure is state-of-the-art, well maintained and able to provide comprehensive, reliable services to communities across the shire.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|----------------------|--|
| Advocate for the establishment of infrastructure to provide free WiFi and data in urban areas across the shire | Wilcannia | Department of Infrastructure, Transport, Regional Development and Communications |
| Expand and strengthen mobile phone coverage and eliminate black spots across the shire | Menindee | |
| Advocate for the introduction of NBN services to communities within the shire | Ivanhoe | Telstra |
| Improve the capacity of the mobile tower battery backup systems across the shire to ensure mobile phone access during power outages | White Cliffs | Essential Energy |
| Upgrade and improve electricity infrastructure to meet demand and guarantee continuous supply to all communities within the shire | Sunset Strip | NBN Corporation |
| Advocate for the introduction of multiple providers of communications services and electricity to the shire | Tilpa | Central Darling Shire Council |
| Investigate options to reduce the cost of domestic electricity supply including the installation of local alternative energy options | All rural localities | |
| Improve local reception of regional television channels and radio stations | | |

Indicators of progress:

- Telecommunications infrastructure enables adequate mobile and internet coverage in all urban and rural locations within the shire.
- Accessibility and pricing of mobile telecommunications addresses the high dependency of shire communities on mobile services and the challenges of living in remote communities.
- Telecommunications infrastructure across the Shire is improved and well-maintained to ensure dependable service at all times.
- Electricity infrastructure across the shire is improved and well-maintained to minimise power outages and ensure dependable service at all times.
- Communities within the shire have access to public WiFi networks and the NBN to support internet access for domestic, commercial, community and government activities.

COMMUNITY PRIORITY — DRINKING WATER

Our long-term goal for drinking water:

Communities across the shire have access to clean, reliable supplies of potable water.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|---|
| <p>Ensure that water treatment plants under council's management are well-maintained and comply with Australian Drinking Water Guidelines</p> <p>Ensure that all relevant state agencies are working effectively to facilitate the availability of clean drinking water for all towns within the shire</p> <p>Investigate alternative drinking water supplies, including bore water, for White Cliffs</p> <p>Identify and secure funding to upgrade and improve water treatment plants within the shire</p> <p>Facilitate the transfer of ownership of water treatment plants within the shire to state government with council managing plants under contract</p> <p>Maintain water-carting services to identified properties when required.</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> | <p>NSW Department of Planning, Industry and Environment</p> <p>Water NSW</p> <p>Central Darling Shire Council</p> |

Indicators of progress:

- Increase in the flow frequency in the Baaka/Darling River and Willandra Creek.
- Increase in the flow volume in the Baaka/Darling River and Willandra Creek.
- Decrease in presence of blue-green algae and other toxins in the Baaka / Darling River and Willandra Creek.
- Adequate water storage and/or supply infrastructure in the shire's population centres to ensure the dependable supply of potable water to all households.
- Water treatment facilities operational where required in shire's population centres to ensure the dependable supply of potable water to all households.

COMMUNITY PRIORITY — LOCAL AND REGIONAL ROADS

Our long-term goal for local and regional roads:

Our road network enables safe and reliable access between local and regional population centres.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|--|---|---|
| Ensure ongoing rural and regional equity of access Develop and maintain the Central Darling Shire Roads Hierarchy and Service Levels plan Maintain an annual schedule of road works according to the Asset Management Plan Ensure ongoing funding to provide road maintenance and upgrade services across the shire In partnership with neighbouring councils, advocate for additional funding for the sealing of priority roads throughout the shire and the region according to the Regional Transport Plan Improve planning for and management of local flood events to minimise the impact on communities and ensure that road access to local towns, localities and properties is maintained during floods Increase and expand road signage for tourism | Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip Tilpa All rural localities | Central Darling Shire Council Transport for NSW (Roads and Waterways) Department of Infrastructure, Transport, Regional Development and Communications Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority |

Indicators of progress

- Unsealed roads are adequately maintained to facilitate dependable, safe transit throughout the shire in all weather conditions.
- Sealed roads are adequately maintained to facilitate dependable, safe transit throughout the shire.
- Road maintenance and upgrade programs for the shire are designed and costed with the intent to seal all roads connecting all significant local and regional population centres.

COMMUNITY PRIORITY — WASTE MANAGEMENT

Our long-term goal for local landfill sites:

Waste management processes and landfill sites across the shire are well managed and maintained.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|---|--|
| Prepare and maintain management plans for all landfill sites within the shire Identify opportunities and funding for the introduction of local recycling programs Identify opportunities and funding for improvement of local domestic and commercial waste collection services Identify opportunities and funding for improvement of local landfill sites Investigate the viability of kerb-side recycling collection in Wilcannia, Menindee and Ivanhoe Seek funding for measures to improve waste management in the shire and increase the diversion of waste from landfill | Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip Tilpa | Central Darling Shire Council NSW Department of Planning, Industry and Environment NSW Environment Protection Authority NSW Crown Lands |

Indicators of progress:

- Increased management and monitoring of landfill sites within the shire.
- Increased community information and education about use of local landfill sites.
- Improved management and storage of toxic materials at all landfill sites within the shire.
- Introduction of recycling facilities and programs in all population centres within the shire.
- Each landfill within the shire has full life cycle costings and a rehabilitation plan in place.

COMMUNITY PRIORITY — LOCAL SERVICES

Our long-term goal for local services:

Services provided to local Aboriginal and other communities are designed and delivered based on ongoing engagement and comprehensive understanding of community needs, issues and priorities.

| STRATEGIES TO ACHIEVE OUR GOAL | AFFECTED COMMUNITIES | RESPONSIBLE AGENCIES |
|---|--|--|
| <p>Ensure the planning and provision of services to Central Darling Shire communities reflects current and future community needs</p> <p>Undertake appropriate interagency liaison and ongoing engagement with local communities to facilitate a detailed understanding of existing communities and their current and future needs</p> <p>Maintain appropriate visitation to and/or presence within shire communities to ensure services are appropriately planned and provided to address community issues and needs</p> <p>Provide local and regional public transport servicing all population centres within the shire</p> <p>Identify and implement incentives to support staff retention within essential services (health, education, etc.) operating within the shire</p> | <p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Tilpa</p> <p>All rural localities</p> | <p>NSW Department of Health</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Aboriginal Housing Office</p> <p>NSW Department of Aboriginal Affairs</p> <p>Central Darling Shire Council</p> <p>Local Area Land Councils – Wilcannia and Menindee</p> <p>Royal Flying Doctor Service</p> <p>NSW National Parks and Wildlife Service</p> <p>Transport for NSW</p> <p>Murdi Paaki Regional Assembly</p> <p>Barkindji Native Title Group Aboriginal Corporation</p> <p>Catholic Care</p> <p>Uniting Care</p> |

Indicators of progress:

- Increased engagement with local Aboriginal communities by State, federal and non-government agencies in designing and delivering services to the shire.
- Increased visitation and presence within the shire by state, federal and non-government service providers to ensure a comprehensive understanding of local issues and build positive relationships with local communities.
- Increased transparency and reporting regarding the allocation and expenditure of funding to Aboriginal service organisations.
- All population centres within the shire are connected locally and regionally through provision of regular public transport services.

SECTION 3

Community Engagement Strategy



INTRODUCTION

This Community Engagement Strategy provides and account of community and stakeholder engagement processes that were implemented for the development of the Central Darling Shire Community Strategic Plan. This strategy will also guide the council in future engagement endeavours and activities across the shire.

The purpose of the Community Engagement Strategy is stated in the NSW Local Government Act (1993) and the Integrated Planning & Reporting Manual (2013) as follows:

Community Engagement

- *Each council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan.* (NSW Local Government Act, 1993)

How should the community be involved in preparing the Community Strategic Plan?

- *As a minimum, the Community Engagement Strategy prepared and implemented by the council must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.* (Integrated Planning and Reporting Manual, 2013)

This strategy identifies specific localities, population groups and organisations within the Central Darling Shire local government area targeted for engagement process and describes the approaches and methodologies used. It also identifies the principles guiding community engagement processes and the engagement methodologies used in the development of council's Community Strategic Plan.

In addition, this Community Engagement Strategy identifies engagement outcomes for the community and relevant local, state, federal and non-government agencies. This is intended to guide and inform the design and implementation of council's engagement process for community strategic planning and other activities in the long-term.

THE GUIDING PRINCIPLES OF COUNCIL'S COMMUNITY STRATEGIC PLANNING AND SERVICE DELIVERY

Community strategic planning processes in Central Darling Shire Council are guided by principles applying to social justice and sustainability. These principles are as follows:

Social justice principles:

- | | |
|------------------------|--|
| EQUITY — | There is fairness in the distribution of resources. |
| RIGHTS — | Peoples' rights are recognised and promoted. |
| ACCESS — | People have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life. |
| PARTICIPATION — | People have opportunities for genuine participation and consultation about decisions affecting their lives. |

Sustainability Principles:

- SOCIAL ENHANCEMENT** — Agency decisions-making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities.
- ENVIRONMENTAL QUALITY** — Resources are used prudently in the delivery of services and facilities, improving overall environmental amenity, while reducing the effect on natural assets.
- ECONOMIC PROSPERITY** — Sustainable local development of jobs, business prosperity and market growth is promoted and supported.
- GOVERNANCE** — Agency business and activities are managed and undertaken in a manner that is transparent and accountable and achieve the long-term goals of the organisation.

STAKEHOLDERS IN THE CENTRAL DARLING SHIRE

To enable completion of the Community Strategic Plan for Central Darling Shire Council, the following localities and sectors of the community were identified as important participants in community engagement process. These included:

- Aboriginal communities and organisations in Wilcannia, Menindee and Ivanhoe
- Urban and rural communities in the towns and localities of Wilcannia, Menindee, Ivanhoe, White Cliffs, Sunset Strip and Tilpa
- Non-resident owners of properties in Sunset Strip
- School students
- Council staff
- State and federal government agencies
- Non-government agencies

Particular consideration was given to engagement approaches and methods to address the needs and interests of these participants.

OUTCOMES OF COMMUNITY ENGAGEMENT

In working towards the development and completion of the Integrated Planning and Reporting framework, community engagement processes conducted across Central Darling Shire were designed and managed to deliver the following community (external) and organisational (internal) outcomes:

Outcomes for communities

- Identify community priorities and expectations for the future of the local area
- Build positive relationships between the council and local communities
- Foster a greater community understanding of the role and responsibilities of the council
- Build community ownership of and connectedness with the council's Community Strategic Plan

- Provide opportunities for all community members to participate in the development of a vision and long-term goals for the future of the local area
- Foster common understandings and productive relationships with other service delivery agencies
- Determine community expectations regarding council's service levels

Outcomes for the council and other state, federal and non-government organisations

- Develop clear strategic objectives to work towards in designing and delivering services to communities of the Central Darling Shire
- Build the capacities of all agencies in working with local community groups
- Development of a cross-council understanding of and familiarity with local communities
- Create opportunities to examine how staff roles and activities relate to the broader community
- Facilitate greater organisational understanding of and involvement in the Integrated Planning and Reporting process
- Provide council staff with opportunities for frontline involvement in community engagement activities

COMMUNITY ENGAGEMENT METHODS

In order to gather the data and community feedback required to compile the Community Strategic Plan, two methods were used across three stages as the basis for community engagement:

Initial engagement meetings to:

- Build relationships with local community leaders and others
- Obtain local perspectives about appropriate approaches and timing for main visioning forums
- Assess local venues and support services in preparation for visioning forums

Visioning forums for:

- Broad communities in the Wilcannia, Menindee, Ivanhoe, White Cliffs, Sunset Strip and Tilpa
- Aboriginal communities in Wilcannia and Menindee
- School students in Wilcannia, Menindee, Ivanhoe and White Cliffs
- Community Working Party and Local Aboriginal Land Council representatives in Wilcannia and Menindee
- Indoor and outdoor staff of council

Survey:

- A survey will be prepared and distributed widely throughout the LGA. The survey will adopt the same Appreciative Inquiry approach as the forums and will be available to complete in hard copy and online via the council's website.

Eighteen visioning forums were held across the council area:

- WILCANNIA — Mission • Mallee • Top End • Central • General community • Central School
- MENINDEE — General community (x 2) • CWP • Central School
- SUNSET STRIP — General community (x 2)
- IVANHOE — General community • Central School
- WHITE CLIFFS — General community • Primary School
- TILPA — General community
- COUNCIL STAFF

Survey

Survey distribution and collection was undertaken by council staff for a defined period of time before and after the visioning forums. The process comprised two main activities:

- Broad distribution of hard-copy surveys in Wilcannia, Menindee, Ivanhoe, White Cliffs and Sunset Strip
- Web-based surveys for download or completion online via council's website and Facebook page

PUBLICITY AND COMMUNITY INFORMATION

To enable the community strategic planning process to develop a high profile within the local community, the community engagement processes were preceded by wide publicity to inform communities about the community forums and the survey. Publicity and community information initiatives included:

- Local radio publicity and interviews
- Local newspapers — articles • press releases • council advertisements
- Town • village • school newsletters
- Widely distributed posters and flyers to give the community strategic planning and community engagement processes a distinct profile

SECTION 4

Links to State and Regional Plans



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COMMUNITY STRATEGIC PLAN

45

The following are external plans developed by state, federal and non-government agencies that Central Darling Shire Council recognises and refers to in the course of its operations.

- NSW State Plan 2021 (*NSW Government*)
- Far West Regional Plan 2036 (*NSW DPIE*)
- Far West Regional Plan 2013–2023 (*Regional Development Australia, Far West NSW*)
- Far West Regional Action Plan (*Regional Development Australia, Far West NSW*)
- Strategic Plan 2016–2021 (*NSW Health Far West Local Health District*)
- FWJO Statement of Strategic Regional Priorities (*Far West Joint Organisation*)
- Destination 2036 (*NSW Office of Local Government*)
- Future Transport Strategy 2056 (*Transport for NSW*)
- The Far West Regional Economic Development Strategy 2018–2022 (*Regional Development Australia Far West*)
- Murray Darling Basin Plan (*Murray Darling Basis Authority*)
- Western Weirs Program Strategic Business Case (*WaterNSW & Department of Planning Industry and Environment — Water*)
- Statewide Destination Management Plan 2019 (*Destination NSW*)
- Far West Sport and Active Recreation Plan 2018–2023 (*NSW Office of Sport*)
- Office of Sport Strategic Plan 2020–24 (*NSW Office of Sport*)
- Maari Ma Strategic Plan 2020–2024 (*Maari Ma Health Aboriginal Corporation*)
- Murdi Paaki Regional Plan 2016 (*Murdi Paaki Regional Assembly*)
- Community Working Party Action Plans — Wilcannia, Menindee, Ivanhoe (*Murdi Paaki Regional Assembly*)



CONTACT US:

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836
(08) 8083 8900
centraldarling.nsw.gov.au

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DISABILITY INCLUSION ACTION PLAN



2022



Contents

SECTION 1

| | |
|---------------------------------|---|
| Acknowledgement of Country | 3 |
| Background | 4 |
| Disability inclusion principles | 4 |
| Focus areas | 5 |
| Local council responsibilities | 5 |

SECTION 2

| | |
|--|----|
| Central Darling Shire activities and initiatives | 6 |
| Developing positive community attitudes towards disability | 6 |
| Creating liveable communities | 6 |
| Increasing access to meaningful employment | 7 |
| Improving access to mainstream services through improved systems and processes | 8 |
| Delivering the plan | 9 |
| Appendix 1 - DIAP Annual Reporting Template | 10 |

SECTION 1

Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the Shire.



Background

NSW DISABILITY INCLUSION ACT, 2014

The Disability Inclusion Act, 2014 requires all state government agencies, including local councils, to consult with people with disability and based on their feedback and input, identify a range of practical actions that will improve access and inclusion in local communities.

The NSW Disability Inclusion Act, 2014 (the Act) provides a legislative framework that makes communities more inclusive. The Act requires all departments and agencies of the NSW Government, and Local Governments, to develop Disability Inclusion Action Plans (DIAPs). The Act states that DIAPs must:

- State how the Disability Inclusion Act's Principles will be addressed
- Provide specific strategies to support people with disability to access buildings and events, information and employment opportunities
- Describe how people with disability were consulted
- Describe how this plan supports the NSW Disability Inclusion Plan (see below)
- Be made available to the public
- Be reviewed, in consultation with people with disability, every four years
- Include progress reports published annually in Council's Annual Report.

DISABILITY INCLUSION PRINCIPLES

Central Darling Shire Council's Disability Inclusion Action Plan (2021-2025) has been developed based on the principles outlined in the New South Wales (NSW) Disability Inclusion Act 2014.

These principles state that people who live with disability have the right to:

- Respect for their worth and dignity as individuals
- Participate in and contribute to social and economic life, and be supported to develop and enhance their skills and experience
- Realise their full potential in all areas of life
- Make decisions about their lives, and be supported in these if they want or need it
- Privacy and confidentiality
- Live free from neglect, abuse, and/or exploitation
- Access information in a way that is appropriate for their disability and cultural background, and which enables them to make informed choices and
- Pursue complaints with the same ease as other members of the community

FOCUS AREAS

In 2014 the NSW Disability Inclusion Act 2014 (the Act) required all NSW government agencies including local councils, to develop Disability Inclusion Action Plans (DIAPs) in consultation with people with disability. The DIAP identifies the initiatives and actions implemented by each agency to ensure people with disability can access general supports and services available in the community and can participate fully in the community.

This plan is built around four 'Focus Areas'. These Focus Areas are based on feedback from people with disability about the main barriers limiting their inclusion in their communities and in society more broadly. These Focus Areas include:

1. Developing positive community attitudes towards disability
2. Creating livable communities
3. Increasing access to meaningful employment
4. Improving access to mainstream services through improved systems and processes

LOCAL COUNCIL RESPONSIBILITIES

All councils in NSW must develop a Disability Inclusion Action Plan and provide a progress report annually to their communities and the NSW Department of Family and Community Services. The four Focus Areas described above should be used as the basis for annual progress reporting. Activities and initiatives reported on within these Focus Areas may include:

Developing positive community attitudes towards disability

- Meetings, public consultations, access committees
- Publications, resources
- Public awareness

Creating livable communities

- Inclusive events
- Infrastructure projects
- Facilities management
- Sport and recreation access

Increasing access to meaningful employment

- Staff training
- Recruitment practices
- Work experience / mentorship
- Flexible arrangements

Improving access to mainstream services through improved systems and processes

- Website accessibility
- Community transport
- Surveys and feedback
- Mapping of toilets

SECTION 2

Central Darling Shire Activities and Initiatives

The following provides an account of the actions and initiatives to be undertaken by Central Darling Shire Council in pursuing the objectives of this plan within each of the focus areas.

DEVELOPING POSITIVE COMMUNITY ATTITUDES TOWARDS DISABILITY

What council will do:

Raise awareness about the contribution people with disability make to our community

- Increase the visibility of people with disability in our publications and communications

Increase participation in our events, festivals and activities

- Provide Building Inclusive Events training for staff and community event holders
- Review our events and implement strategies to improve access for people with disability
- Include information about access in Council's promotional material

Undertake programs to promote access and inclusion

- Partner with community organisations to ensure projects and programs are accessible and inclusive
- Deliver campaigns to promote and support inclusion

CREATING LIVEABLE COMMUNITIES

What council will do:

Improve our accessible public toilets

- Identify and implement measures to improve the accessibility of public toilets throughout the Shire
- Submit information on local accessible public toilets for inclusion in the National Public Toilet Map

Increase the number of accessible paths of travel to key destinations

- Improve accessible paths of travel including parking, footpaths and kerb ramps in our town and village centres, to key destinations such as local services, recreation spaces and community facilities

Improve access to our spaces and streetscapes

- Install accessible park and street furniture when renewing open space and streetscapes
- Incorporate access outcomes in the criteria for local infrastructure projects

Improve access to local bus stops and shelters

- Audit bus stops and shelters and develop a list of priorities for improvement
- Upgrade bus stops and shelters to make them accessible including a link to a continuous accessible path of travel

Improve access to local recreation services and facilities

- Incorporate accessible play equipment in local playground upgrades
- Include accessible parking and seating when upgrading sports grounds and facilities
- Initiate appropriate accessibility upgrades to local public swimming pools
- Undertake access appraisals of local caravan parks and promote access features

Improve access to community facilities

- Promote and support the inclusion of people with disability across all local community facilities and programs
- Promote and support access to local services and activities for children and young people with disability

Increase access to our buildings

- Undertake access assessments of all Council buildings and facilities
- Identify access priorities when upgrading Council buildings and facilities

Improve our policy and planning tools to create better access

- Advocate for the needs of people with disability in all matters concerning the upgrade, renewal and new development of local social and community housing
- Include the needs of people with disability in the development of all town and village plans and master plans

INCREASING ACCESS TO MEANINGFUL EMPLOYMENT

What council will do:

Increase employment opportunities

- Work with other government agencies and local communities, and businesses to promote and support employment opportunities for people with disability

Increase participation opportunities

- Ensure Council's recruitment and employment practices meet required EEO standards
- Promote staff vacancies to appropriate community and disability networks

Increase staff retention and career development opportunities

- Support employees with disability to pursue their career goals
- Ensure workplaces meet the accessibility standards and requirements
- Ensure managers and supervisors have the skills and resources to support employees with disability

Incorporate workforce diversity as part of everyday Council business

- Establish flexible work practices

Increase awareness about working with people with disability

- Provide access and inclusion training for all new staff
- Provide staff training to increase awareness of inclusive service provision
- Provide job specific training for our employees about access relevant to their roles

IMPROVING ACCESS TO MAINSTREAM SERVICES THROUGH IMPROVED SYSTEMS AND PROCESSES

What council will do:

Increase access to information

- Ensure that Council publications are accessible
- Monitor and update Council's website to ensure access standards are addressed
- Incorporate captioning for video content on our website

Increase awareness about local access

- Include information about access in our promotional material and signage
- Promote accessibility upgrades to all services and facilities within the Shire
- Include information about access on Council's website

Increase participation in our community engagement activities

- Talk to people with disability and include their ideas in plans for Council services, facilities and activities

Improve our systems and processes to deliver better access outcomes

- Ensure access considerations are included in all projects in our annual Capital Works program
- Include assessment of disability access when collecting information and data about our assets

Delivering the Plan

| | |
|--------------------------------------|---|
| GOVERNANCE | The General Manager and senior management team will oversee promote the DIAP throughout Council and externally |
| INTEGRATION AND IMPLEMENTATION | In addition to ongoing reference to the DIAP in the course of Council's service planning and delivery, the activities and initiatives in this DIAP will be incorporated into Council's Delivery Program and Operational Plan as appropriate |
| MONITORING AND REPORTING ON PROGRESS | <p>Progress towards outcomes listed in this plan will be monitored and reported on as part of Council's annual reporting process and in a discreet DIAP reporting process</p> <p>Council will prepare and submit reports to the NSW Department of Family and Community Services as required</p> |
| ONGOING CONSULTATION AND REVIEW | Council will undertake appropriate periodic engagement to confirm that the priorities outlined in this plan are current and will update the plan as required |

Appendix 1

Central Darling Shire Council DIAP Annual Reporting Template

INSTRUCTIONS FOR DISABILITY INCLUSION OFFICER

Use this template to gather feedback from the sections of council which have actions assigned to them under your DIAP. Please collate these results into a single DIAP report for your council.

Each relevant Division of Council is requested to provide a brief report on the implementation of council's Disability Inclusion Action Plan (DIAP). Please provide a response to the following questions that relate to the implementation of our council DIAP.

COUNCIL NAME: Central Darling Shire

COUNCIL DEPARTMENT:

RESPONSIBLE OFFICER:

Central Darling Shire Council DIAP Annual Report for [Year]

1. Please provide an update on the progress your area has made in the four focus areas listed below during [year]. Include:

- What actions were you undertaking?
- What progress has been made?

I. Building positive attitudes

| |
|---|
| <p>II. Creating liveable communities</p> |
| <p>III. Supporting access to meaningful employment</p> |
| <p>IV. Accessible systems, information or processes</p> |

| |
|---|
| <p>2. How have you determined that you're meeting the needs of people with disability?</p> <ul style="list-style-type: none">• What engagement or feedback have you had from people with disability?• How has this been incorporated into your current and future planning? |
| <p>3. Describe your challenges and successes in delivering on your parts of the DIAP</p> |
| <p>4. Is there anything else you're doing or planning for the future to contribute to greater outcomes for people with disability? NB: Include new actions that your area will be undertaking and should be added to the FACS DIAP</p> |
| <p>Additional information and comments about the information provided (include any contentious issues)</p> |

APPROVAL:

| DIVISION | AUTHOR | ENDORSED BY | DATE |
|----------|--------|-------------|------|
| | | | |

Please send a copy of your final, collated report to NSW FACS Disability & Inclusion Planning at NSWDIP@facs.nsw.gov.au

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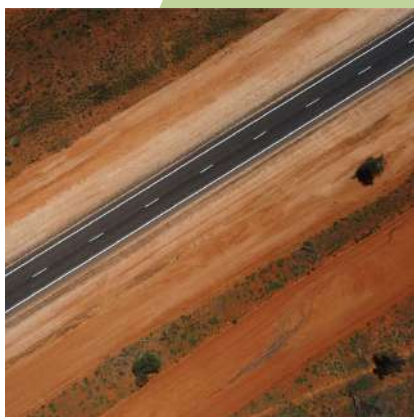


CONTACT US:

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836
(08) 8083 8900
centraldarling.nsw.gov.au

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IVANHOE & DISTRICT Improvement Plan



2022–2032



Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the shire.



About this Plan

The Ivanhoe and District Improvement Plan is part of a suite of plans developed by Central Darling Shire Council to guide its service design and delivery in years to come. These plans also provide important support for council in advocating for improved funding and services for the shire from other levels of government.

The Central Darling Shire Community Strategic Plan addresses issues and priorities across the shire as a whole at the highest level. However, as Central Darling Shire is so vast in area and its communities so remote and different, an Improvement Plan for each town and surrounding district has been developed to address the specific issues and needs of each community.



How to read this Plan

This Ivanhoe and District Improvement Plan shares a common structure with the Community Strategic Plan and is designed to be read in conjunction with that plan.

The Community Strategic Plan is built around six focus areas that provide categories to define and describe community priorities and issues within the shire. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

These focus areas and community priorities also form the basis of this improvement plan. However, it is important to note that they are only included in this plan where there are issues specific to Ivanhoe and district that need to be addressed. Issues and priorities common across other communities within the shire are listed in the Community Strategic Plan.

Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – HOUSING | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Investigate and pursue incentives for repair of existing housing stock and construction of more houses | NSW Aboriginal Housing Office NSW Department of Housing National Indigenous Australians Agency Murdi Paaki Regional Assembly Central Darling Shire Council |
| Investigate and pursue incentives for non-resident owners to make houses available as rental properties | NSW Aboriginal Housing Office National Indigenous Australians Agency Murdi Paaki Regional Assembly Central Darling Shire Council |
| Facilitate the reuse of empty houses at the former correctional facility | NSW Aboriginal Housing Office National Indigenous Australians Agency Murdi Paaki Regional Assembly Central Darling Shire Council |

| COMMUNITY PRIORITY – SERVICES & FACILITIES FOR CHILDREN & YOUNG PEOPLE | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop a range of after school and holiday activities and programs for local children and young people | NSW Department of Family and Community Services NSW Department of Education and Training NSW Office of Sport and Recreation NSW Department of Aboriginal Affairs |
| Investigate possible funding sources and advocate for appropriate staffing of the local youth centre | Central Darling Shire Council |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR AN AGING POPULATION | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Establish a local aged care facility and/or respite services | NSW Department of Health Maari Ma Health Aboriginal Corporation |

| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop and expand local sporting facilities including basketball courts outside of school grounds, a motocross track, a bike track with jumps, a skate park/pump track, tennis courts, netball and volleyball courts and a gym | NSW Department of Sport and Recreation Central Darling Shire Council |

| | |
|--|---|
| Establish a wider variety of organised sports and teams in town such as football, touch, Oz-Tag, tennis, basketball / T-Ball, cricket, soccer, handball, netball and volleyball for different age groups | NSW Department of Sport and Recreation Central Darling Shire Council |
| Redevelop the golf course for other recreational purpose | NSW Department of Planning, Industry and Environment NSW Department of Sport and Recreation Central Darling Shire Council |
| Redesign the public pool to be deeper and longer and incorporate a water slide | NSW Department of Sport and Recreation Central Darling Shire Council |
| Extend seasonal opening of the swimming pool (weekends only) | Central Darling Shire Council |

| COMMUNITY PRIORITY – COMMUNITY EVENTS | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide more recreational and community events such as movie nights, truck show and restarting the rodeo | NSW Department of Sport and Recreation Central Darling Shire Council Ivanhoe community |

FOCUS AREA 2. LOCAL AND REGIONAL GOVERNANCE



| COMMUNITY PRIORITY – SHIRE GOVERNANCE | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Establish a town committee/council to provide a collective voice and discuss local issues and priorities | NSW Department of Planning, Industry and Environment – Office of Local Government NSW Audit Office Murdi Paaki Regional Assembly and Community Working Parties Central Darling Shire Council |
| Advocate for the reopening and/or repurposing of the correctional centre and associated housing | NSW Department of Planning, Industry and Environment Central Darling Shire Council |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – EMPLOYMENT | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Expand casual and part-time limited job opportunities for young (school age) people | National Indigenous Australians Agency Regional Development Australia |
| Promote the creation of work opportunities on local stations | National Indigenous Australians Agency Regional Development Australia |

FOCUS AREA 5. RURAL AND URBAN LAND USE



| COMMUNITY PRIORITY – LAND AVAILABILITY FOR HOUSING | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Ensure land is available for new housing development and advocate strongly for the provision of financing for people wishing to build a house locally | NSW Department of Planning, Industry and Environment Central Darling Shire Council |

| COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve town entrances and signage | Central Darling Shire Council |
| Source funding for the artistic painting of the water towers as a community arts project and include a kiosk and information centre at the site | Central Darling Shire Council Ivanhoe community |
| Establish additional green space (parks) in town | Central Darling Shire Council |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



| COMMUNITY PRIORITY – TELECOMMUNICATIONS & ELECTRICITY INFRASTRUCTURE | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Install a backup generator to ensure continued supply for Ivanhoe during power outages | Department of Infrastructure, Transport, Regional Development and Communications Essential Energy |
| Expand land-based internet access and availability with the addition of additional DSLAM ports at the local telephone exchange | Department of Infrastructure, Transport, Regional Development and Communications |

| COMMUNITY PRIORITY – DRINKING WATER | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve water flow and quality in Willandra Creek | Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority NSW Department of Primary Industries Central Darling Shire Council |
| Improve the quality of local drinking water to ensure it meets Australian Drinking Water Standards | Central Darling Shire Council |
| Initiate necessary measures to eliminate the bad smell of local raw water | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Expand sealed road connections within the Shire and regionally | Department of Infrastructure, Transport, Regional Development and Communications Transport for NSW (Roads and Waterways) Central Darling Shire Council |
| Advocate for the sealing of the Cobar road as a priority for the Shire | Central Darling Shire Council |
| Seal the Menindee Road | Transport for NSW (Roads and Waterways) Central Darling Shire Council |
| Investigate and install measures to improve traffic flow and reduce visitor parking in the vicinity of the police station | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL SERVICES | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop incentives to encourage a greater presence of qualified trades people in town | Regional Development Australia Central Darling Shire Council |
| Improve local health services and facilities including regional post-treatment transport services | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Redesign remuneration packages to attract more local staff in health, police and education | NSW Department of Health NSW Department of Education and Training NSW Police |

| | |
|---|--|
| Advocate for local availability of health facilities including an x-ray machine, a dialysis machine, chemotherapy support and maternity support | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Improve local postal and parcel-post services | Australia Post |
| Install street signage to the swimming pool | Central Darling Shire Council |
| Construct public toilets, better parking and other visitor facilities at the oval | Central Darling Shire Council |
| Construct a canteen and other facilities at the oval for cooking and catering | Central Darling Shire Council |

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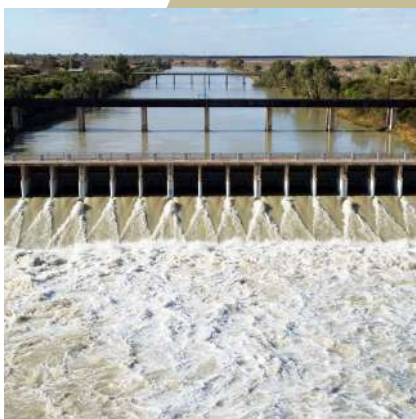
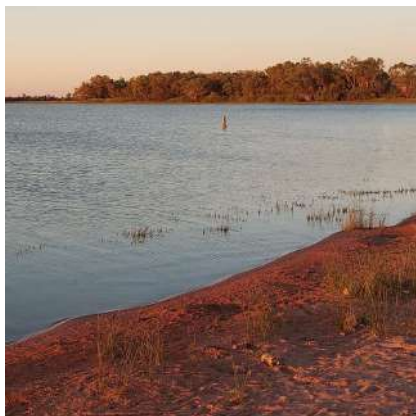


CONTACT US:

Central Darling Shire Council
 PO Box 165
 WILCANNIA NSW 2836
 (08) 8083 8900
centraldarling.nsw.gov.au

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MENINDEE & DISTRICT Improvement Plan



2022–2032



Acknowledgement of Country

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About this plan

The Menindee and District Improvement Plan is part of a suite of plans developed by Central Darling Shire Council to guide its service design and delivery in years to come. These plans also provide important support for council in advocating for improved funding and services for the shire from other levels of government.

The Central Darling Shire Community Strategic Plan addresses issues and priorities across the shire as a whole at the highest level. However, as Central Darling Shire is so vast in area and its communities so remote and different, an Improvement Plan for each town and surrounding district has been developed to address the specific issues and needs of each community.



How to read this plan

This Menindee and District Improvement Plan shares a common structure with the Community Strategic Plan and is designed to be read in conjunction with that plan.

The Community Strategic Plan is built around six Focus Areas that provide categories to define and describe community priorities and issues within the shire. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

These Focus Areas and Community Priorities also form the basis of this Improvement Plan. However, it is important to note that they are only included in this plan where there are issues specific to Menindee and district that need to be addressed. Issues and priorities common across other communities within the shire are listed in the Community Strategic Plan.

Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – HOUSING | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Repair existing social housing stock and construct more houses | NSW Aboriginal Housing Office National Indigenous Australians Agency Menindee Local Aboriginal Land Council Murdi Paaki Regional Assembly Murdi Paaki Housing |
| Develop a diverse range of sustainable, culturally responsive housing types appropriate for Aboriginal communities through all stages of life – young people, families and retirees | NSW Aboriginal Housing Office National Indigenous Australians Agency Menindee Local Aboriginal Land Council Murdi Paaki Regional Assembly Murdi Paaki Housing |
| Establish small local maintenance contracts for government-owned housing to build job opportunities and local capacity | NSW Aboriginal Housing Office National Indigenous Australians Agency Menindee Local Aboriginal Land Council Murdi Paaki Regional Assembly Murdi Paaki Housing |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR FAMILIES AND COMMUNITIES | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide a social worker at the local health service to assist with paperwork and other issues | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Provide greater police presence in town at night | NSW Police |
| Establish a local refuge for women encountering domestic violence | Maari Ma Health Aboriginal Corporation NSW Department of Aboriginal Affairs |
| Establish a local dry-out centre for men and women | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Facilitate an increased frequency of doctors visiting town | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Establish a regional drug and alcohol rehabilitation facility on country | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Establish a local night patrol with the involvement of local elders | NSW Police |
| Increase the availability of local mental health and counselling services | NSW Department of Health Maari Ma Health Aboriginal Corporation |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR CHILDREN AND YOUNG PEOPLE | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide a drop-in centre with games and exercise equipment, after-school activities and school holiday programs for young people | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Education and Training NSW Police |
| Develop more accommodation for young people at the school | NSW Department of Education and Training Menindee Central School |
| Facilitate more frequent visits by Service NSW to issue L and P drivers licenses to young drivers | Service NSW |
| Provide education camps for young people to teach them about personal hygiene, safe sex and other relevant topics | NSW Department of Family and Community Services NSW Department of Education and Training NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health |
| Develop structured night-time activities for young people including discos and movie nights | Central Darling Shire Council PCYC |
| Develop structured after-school activities for children incorporating sporting activities, healthy eating, etc | NSW Department of Sport and Recreation NSW Department of Family and Community Services NSW Department of Education and Training |
| Repurpose the shed at the oval as an activities centre for children and young people | Central Darling Shire Council PCYC |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR AN AGING POPULATION | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Expand local services to enable aging-in-place for elderly people | NSW Department of Family and Community Services NSW Department of Health |
| Expand local aged care respite capacities | NSW Department of Health |

| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide more play equipment and shaded play areas for children at the park | Central Darling Shire Council |
| Rebuild and develop more local community sports including rugby league and touch football – big service providers should provide assistance with administration and co-ordination – e.g. first-aid kits from Maari Ma, admin support from police. | NSW Department of Sport and Recreation NSW Rugby League Maari Ma Health Aboriginal Corporation NSW Police |
| Install heating at the pool to enable year-round access | NSW Department of Sport and Recreation |
| Construct netball courts for the town | Central Darling Shire Council |
| Construct a skate park for the town | Central Darling Shire Council |

| COMMUNITY PRIORITY – COMMUNITY EVENTS | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Establish monthly town dinners to bring local communities together | Menindee Local Aboriginal Land Council Murdi Paaki Regional Assembly |

FOCUS AREA 2. LOCAL AND REGIONAL GOVERNANCE



| COMMUNITY PRIORITY – SHIRE GOVERNANCE | |
|--|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide opportunities for local children and young people to be heard through a youth council or committee | Central Darling Shire Council |
| Allocate accurate lot numbers for all houses | Central Darling Shire Council |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – EMPLOYMENT | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Establish local employment programs for school leavers to enable them to remain on country | NSW Department of Education and Training TAFE NSW REDI-E |
| Establish local employment programs for school leavers to enable them to remain on country | NSW Department of Education and Training TAFE NSW REDI-E |

| COMMUNITY PRIORITY – ACCESS TO FRESH PRODUCE AND RETAIL CHOICES | |
|---|--------------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Advocate for the increased affordability of fresh produce | Central Darling Shire Council |
| Investigate the re-establishment of local produce markets | CWA Central Darling Shire Council |

| COMMUNITY PRIORITY – TOURISM | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve and expand local tourism promotion | Central Darling Shire Council Destination NSW Destination country and Outback NSW National Parks and Wildlife Service |
| Improve access, amenities and signage for the Menindee Lake lookout | Central Darling Shire Council |

FOCUS AREA 5. RURAL AND URBAN LAND USE



| COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve town entrances and engage with local communities to design new welcome signage | Central Darling Shire Council |
| Facilitate the installation of a local art trail | Menindee Central School Central Darling Shire Council |
| Install irrigation and undertake landscaping work at Burke and Wills Park | Central Darling Shire Council |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



| COMMUNITY PRIORITY – DRINKING WATER | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve water flow and quality in the river | Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority |
| Improve planning for and management of local flood events to minimise the impact on the local community and ensure that road access to the town and all properties is maintained during floods | Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority Central Darling Shire Council |
| Increase the town water supply | Essential Water |
| Improve the quality of local drinking water to ensure it meets Australian Drinking Water Standards | Essential Water |
| Advocate for expansion of potable water supply to households in the Menindee urban area | Central Darling Shire Council Essential Water |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve local road infrastructure including increased sealing of regional roads and more frequent maintenance of unsealed roads. | Transport for NSW (Roads and Waterways) Central Darling Shire Council |
| Investigate road safety and traffic calming measures to slow traffic down in the urban area | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL SERVICES | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Facilitate to provision of a local multi-purpose community bus | Central Darling Shire Council Murdi Paaki Regional Assembly |
| Provide regular cleaning services to empty public bins and remove rubbish and litter from public areas including streets, parks and the riverside | Central Darling Shire Council |
| Create an action request system to provide council with feedback | Central Darling Shire Council |
| Expand and upgrade local footpaths and street lighting | Central Darling Shire Council |
| Install an improved water bubbler closer to the park | Central Darling Shire Council |

| | |
|---|-------------------------------|
| Conduct a cemetery audit to identify all graves | Central Darling Shire Council |
| Undertake beautification measures at the cemetery and construct toilets, drinking water supply, shaded tables and chairs and bins | Central Darling Shire Council |

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CONTACT US:

Central Darling Shire Council
 PO Box 165
 WILCANNIA NSW 2836
 (08) 8083 8900
centraldarling.nsw.gov.au

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SUNSET STRIP & DISTRICT Improvement Plan



2022–2032



Acknowledgement of Country

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About this plan

The Sunset Strip and District Improvement Plan is part of a suite of plans developed by Central Darling Shire Council to guide its service design and delivery in years to come. These plans also provide important support for council in advocating for improved funding and services for the shire from other levels of government.

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How to read this plan

This Sunset Strip and District Improvement Plan shares a common structure with the Community Strategic Plan and is designed to be read in conjunction with that plan.

The Community Strategic Plan is built around six Focus Areas that provide categories to define and describe Community Priorities and issues within the shire. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

These Focus Areas and Community Priorities also form the basis of this Improvement Plan. However, it is important to note that they are only included in this plan where there are issues specific to Sunset Strip and district that need to be addressed. Issues and priorities common across other communities within the shire are listed in the Community Strategic Plan.

Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Construct a fitness station along the Sunset Strip Boulevard | Central Darling Shire Council Sunset Strip Progress Association and community |
| Construct a shade structure and fencing for the children's playground | Central Darling Shire Council Sunset Strip Progress Association and community |

| COMMUNITY PRIORITY – COMMUNITY EVENTS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Initiate the local community murals project | Central Darling Shire Council Sunset Strip Progress Association and community |

FOCUS AREA 2. LOCAL AND REGIONAL GOVERNANCE



| COMMUNITY PRIORITY – SHIRE GOVERNANCE | |
|---|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Apply differential rating to Sunset Strip properties as per the NSW Local Government Act in view of reduced provision of council services | Central Darling Shire Council |
| Provide annual CPI increases for SSPAI for the Minor Grants Program, community events and cleaning and care of public toilets. | Central Darling Shire Council |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – TOURISM | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Initiate a geo-trails project incorporating Menindee Lake (Sunset Strip) and the Aboriginal protected area | Central Darling Shire Council Sunset Strip Progress Association and community |

FOCUS AREA 5. RURAL AND URBAN LAND USE



| COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Plant screening vegetation at the local landfill | Central Darling Shire Council Sunset Strip Progress Association and community |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



| COMMUNITY PRIORITY – DRINKING WATER | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve the quality of local drinking water to ensure it meets Australian Drinking Water Standards | NSW Department of Planning, Industry and Environment Water NSW Central Darling Shire Council |
| Construct the necessary infrastructure to provide all houses in Sunset Strip with guaranteed potable water supply to augment the current treated water supply | NSW Department of Planning, Industry and Environment Water NSW Central Darling Shire Council |
| Maintain ongoing adequate water supply to and water levels in all Menindee lakes | NSW Department of Planning, Industry and Environment Water NSW Murray Darling Basin Authority |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|---|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop and implement a stormwater management plan for Sunset Strip addressing sub-surface drainage and improved kerb and guttering | Central Darling Shire Council |
| Improve Charles Sturt Park bus and caravan parking bay with the addition of guttering and sealing. | Central Darling Shire Council |
| Seal the Sunset Strip Community Centre carpark | Central Darling Shire Council |
| Improve turning circles for caravans in the Village with bitumen sealing | Central Darling Shire Council |
| Install additional traffic calming units in all streets in Sunset Strip including adjacent to the childrens playground | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL SERVICES | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop a SSPAI/CDSC Service Partnership or Memorandum of Understanding to address maintenance works by the council | Central Darling Shire Council Sunset Strip Progress Association and community |
| Construct an additional machinery shed near the existing machinery shed and Landcare nursery to store plant equipment including excavator, tractors and tip truck | Central Darling Shire Council Sunset Strip Progress Association and community |
| Improve local tree maintenance on crown land and council land | Central Darling Shire Council Sunset Strip Progress Association and community |
| Improve bus services connecting Sunset Strip and Menindee | Transport for NSW |

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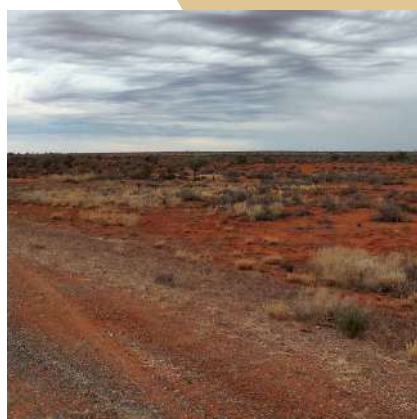
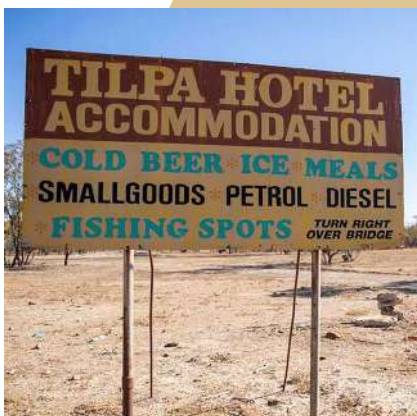


CONTACT US:

Central Darling Shire Council
 PO Box 165
 WILCANNIA NSW 2836
 (08) 8083 8900
centraldarling.nsw.gov.au

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TILPA & DISTRICT Improvement Plan



2022–2032



Acknowledgement of Country

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About this plan

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How to read this plan

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1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

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Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Prepare a recreation options plan for Tilpa | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Upgrade the sports ground to include practice cricket nets, shelter and power supply | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Upgrade the village playground area | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Construct a boat ramp above the weir | Central Darling Shire Council Tilpa Community Committee Incorporated |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – TOURISM | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Install a dump point in Tilpa for tourists | Central Darling Shire Council |
| Establish and promote a national parks route for the Shire incorporating Tilpa | Central Darling Shire Council Tilpa Community Committee Incorporated |

FOCUS AREA 5. RURAL AND URBAN LAND USE



| COMMUNITY PRIORITY – LAND AVAILABILITY FOR HOUSING | |
|---|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop a plan for the future land use and expansion of Tilpa | Central Darling Shire Council |

| COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS | |
|---|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Conduct regular (fortnightly or monthly) visits to Tilpa to empty public garbage bins and clean surroundings including weeding and mowing | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL HERITAGE | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Restore old Tilpa post office and slab hut | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Develop a history of the Tilpa area and historical archive on Council's website | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Upgrade and improve Tilpa war memorial and cemetery sites | Central Darling Shire Council |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



| COMMUNITY PRIORITY – TELECOMMUNICATIONS AND ELECTRICITY INFRASTRUCTURE | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Upgrade electricity infrastructure and connections to public buildings to accommodate higher demand | Department of Infrastructure, Transport, Regional Development and Communications Essential Energy |

| COMMUNITY PRIORITY – DRINKING WATER | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Ensure Council is an active participant in the Western Weirs Program to ensure against loss of the weir and town water | Central Darling Shire Council Water NSW NSW Department of Primary Industry |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve management of road signage and closures | Central Darling Shire Council |
| Place more signage at road junctions | Central Darling Shire Council Transport for NSW (Roads and Waterways) |

| | |
|--|---|
| Improve public communication regarding local road conditions and closures | Central Darling Shire Council |
| Accelerate the sealing of 52 Mile Rd (MR 7518) and improve maintenance of unsealed sections | Cobar Shire Council Transport for NSW (Roads and Waterways) |
| Upgrade road surfaces at Paroo River crossings on the Tilpa – Tongo Rd to ensure that the road is passable during and after flooding (other than due to water depth) | Central Darling Shire Council Transport for NSW (Roads and Waterways) |
| Work with neighbouring councils and state agencies to improve maintenance of roads connecting Tilpa with other regional centres | Central Darling Shire Council Cobar Shire Council Bourke Shire Council Transport for NSW (Roads and Waterways) |

COMMUNITY PRIORITY – WASTE MANAGEMENT

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|---|-------------------------------|
| Develop an improved plan for Tilpa waste depot management and usage | Central Darling Shire Council |

COMMUNITY PRIORITY – LOCAL SERVICES

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|---|--|
| Provide pilot-activated lighting and access to AvGas at Tilpa aerodrome | Central Darling Shire Council |
| Relocate levy bank in the river to provide additional flood protection for houses and community buildings and provide opportunities for future development | Central Darling Shire Council Water NSW Department of Planning and Environment |
| Establish agreement and funding to facilitate ongoing care and maintenance of the campground at the weir by the Tilpa Community Committee Incorporated (TCCI) | Central Darling Shire Council Tilpa Community Committee Incorporated |
| Ensure that the Tilpa weir and weir pool are preserved and well maintained for water supply, fish and wildlife habitat, recreation and the wellbeing of the local community | Central Darling Shire Council Water NSW NSW Department of Primary Industry |
| Improve access to the river and weir pool from the western side of the river (within Central Darling Shire boundaries) | Central Darling Shire Council |



CONTACT US:

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836
(08) 8083 8900
centraldarling.nsw.gov.au

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WHITE CLIFFS & DISTRICT Improvement Plan



2022–2032





Town improvement ideas by students from White Cliffs Public School.

Acknowledgement of Country

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About this plan

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WHITE CLIFFS AND DISTRICT IMPROVEMENT PLAN

How to read this plan

This White Cliffs and District Improvement Plan shares a common structure with the Community Strategic Plan and is designed to be read in conjunction with that plan.

The Community Strategic Plan is built around six Focus Areas that provide categories to define and describe community priorities and issues within the shire. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

These Focus Areas and Community Priorities also form the basis of this Improvement Plan. However, it is important to note that they are only included in this plan where there are issues specific to White Cliffs and district that need to be addressed. Issues and priorities common across other communities within the shire are listed in the Community Strategic Plan.

Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – HOUSING | |
|---|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Implement the local dugout and rural numbering system | Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Construct tables and chairs with shade at the sports ground | White Cliffs Sporting Club Inc. Central Darling Shire Council |
| Update park play equipment in Johnson St – sit-on flying fox, monkey bars | Central Darling Shire Council |
| Construct an outside toilet at the sports ground | Central Darling Shire Council |
| Construct a pump track / bike track with jumps in town | Central Darling Shire Council |
| Install shade structures and a bubbler near the bike track | Central Darling Shire Council |
| Refurbish the tennis court | Central Darling Shire Council |

| COMMUNITY PRIORITY – COMMUNITY EVENTS | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Work with the community to organise and promote local community events | Central Darling Shire Council White Cliffs Community Association |

FOCUS AREA 2. LOCAL AND REGIONAL GOVERNANCE



| COMMUNITY PRIORITY – GOVERNANCE | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve the frequency of communication between the Shire and the White Cliffs community | Central Darling Shire Council White Cliffs Community Association |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – TOURISM | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Promote the addition of more tourist accommodation in town | Central Darling Shire Council White Cliffs Community Association |
| Install more tourist information signage | Central Darling Shire Council White Cliffs Community Association |
| Install more distance signage on Opal Miners Way (e.g. WC 20) | Central Darling Shire Council |
| Improve the access and signage to the Solar Array car park | Central Darling Shire Council The White Cliffs Solar Thermal Power Station Friends Inc. |
| Facilitate the extension of the caravan park | Central Darling Shire Council White Cliffs Community Association |
| Investigate the installation of electric vehicle charging stations in town | Central Darling Shire Council White Cliffs Community Association |
| Construct a bicycle path along the local heritage trail | Central Darling Shire Council |

FOCUS AREA 5. RURAL AND URBAN LAND USE



| COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Work with the community to identify appropriate land and develop a community garden | Central Darling Shire Council White Cliffs Community Association NSW Crown Lands |

| COMMUNITY PRIORITY – LOCAL HERITAGE | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Preserve existing mining fields and facilitate the development of new mining activities. | NSW Department of Planning, Industry and Environment Central Darling Shire Council White Cliffs Community Association |
| Acknowledge and document the heritage value of White Cliffs and associated mining activities | NSW Department of Planning, Industry and Environment White Cliffs Community Association |
| Promote White Cliffs as the first commercial opal field and home to the world's first commercial solar power generation system and the 'unique pineapple' opal formation | Central Darling Shire Council White Cliffs Community Association |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



| COMMUNITY PRIORITY – TELECOMMUNICATIONS AND ELECTRICITY INFRASTRUCTURE | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Install a backup generator to ensure continued supply during power outages | Department of Infrastructure, Transport, Regional Development and Communications Essential Energy |

| COMMUNITY PRIORITY – DRINKING WATER | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve the quality of local drinking water to ensure it meets Australian Drinking Water Standards | NSW Department of Planning, Industry and Environment Water NSW Central Darling Shire Council |
| Facilitate connection of all dugouts to the town water supply | NSW Department of Planning, Industry and Environment Water NSW Central Darling Shire Council |
| Ensure satisfactory water pressure is maintained with the installation of new infrastructure | NSW Department of Planning, Industry and Environment Water NSW Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve the frequency of grading of unsealed roads | Central Darling Shire Council |
| Implement a road maintenance schedule and protocols and an associated Memorandum of Understanding with local land holders | Transport for NSW (Roads and Maritime Services) Central Darling Shire Council |
| Construct truck parking/dust drop bays on the 3 unmade roads heading into White Cliffs | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Improve local road drainage design to ensure all roads in town are safe and passable during rain events (urgent action required at the northern area of Turleys Hill and junction at the southern end of Turleys Hill and Keraro Road) | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Establish contacts with the neighbouring Shires and the RMS to have a coordinated approach to road closures during weather events. | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |

| | |
|---|--|
| Ensure road closure enforcement measures are in place and fines are imposed for road closure breaches | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Ensure that the Shire's road contractors install and maintain water drainage and runoffs after grading, especially on the Northern end of Turleys Hill. | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Reform and seal local roads around Smiths and Turleys Hill and the Blocks area. | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Broadly publicise the sealing of the Cobb Highway | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Develop historical tourism drive including incorporating sites with local heritage significance | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Prioritise the sealing of Dry Lake Rd | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |

COMMUNITY PRIORITY – WASTE MANAGEMENT

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|---|---|
| Develop and implement a local waste management strategy | Central Darling Shire Council |
| Improve all-weather access to the tip and construct protection systems to prevent dispersal of refuse in windy conditions | Central Darling Shire Council |
| Organise periodic town clean-up days including car body removals and drum musters | Central Darling Shire Council White Cliffs Community Association |

COMMUNITY PRIORITY – LOCAL SERVICES

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|--|--|
| Investigate the installation of a toilet block at the rest area between Wilcannia and White Cliffs on The Opal Miners Way | Central Darling Shire Council Transport for NSW (Roads and Maritime Services) |
| Provide a regular public transport service to Broken Hill | Transport for NSW |
| Establish a men's shed and women's crafts room | Central Darling Shire Council White Cliffs Community Association |
| Establish Friends of a White Cliffs Cemetery oversee management and maintenance of the cemetery and improve its appearance | Central Darling Shire Council White Cliffs Community Association |
| Positively identify the positions of any graves outside the | Central Darling Shire Council |

| | |
|---|---|
| current cemetery fence line | White Cliffs Community Association |
| Establish local aged care and disability support services | NSW Department of Health NSW Department of Family and Community Services |

DRAFT

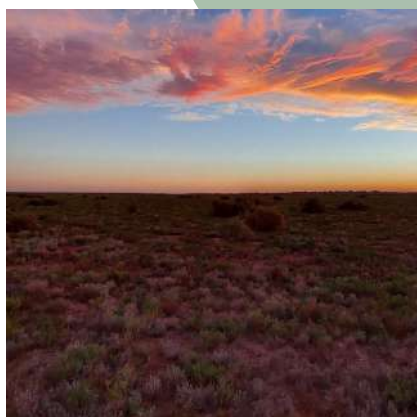
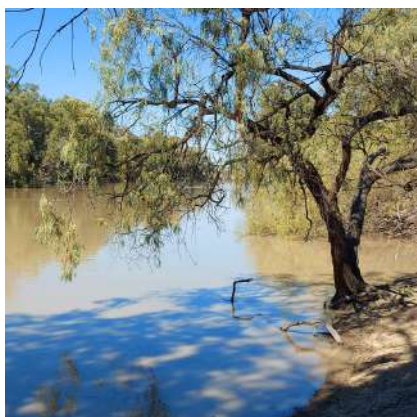


CONTACT US:

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836
(08) 8083 8900
centraldarling.nsw.gov.au

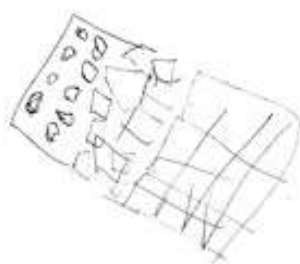
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WILCANNIA & DISTRICT Improvement Plan



2022–2032

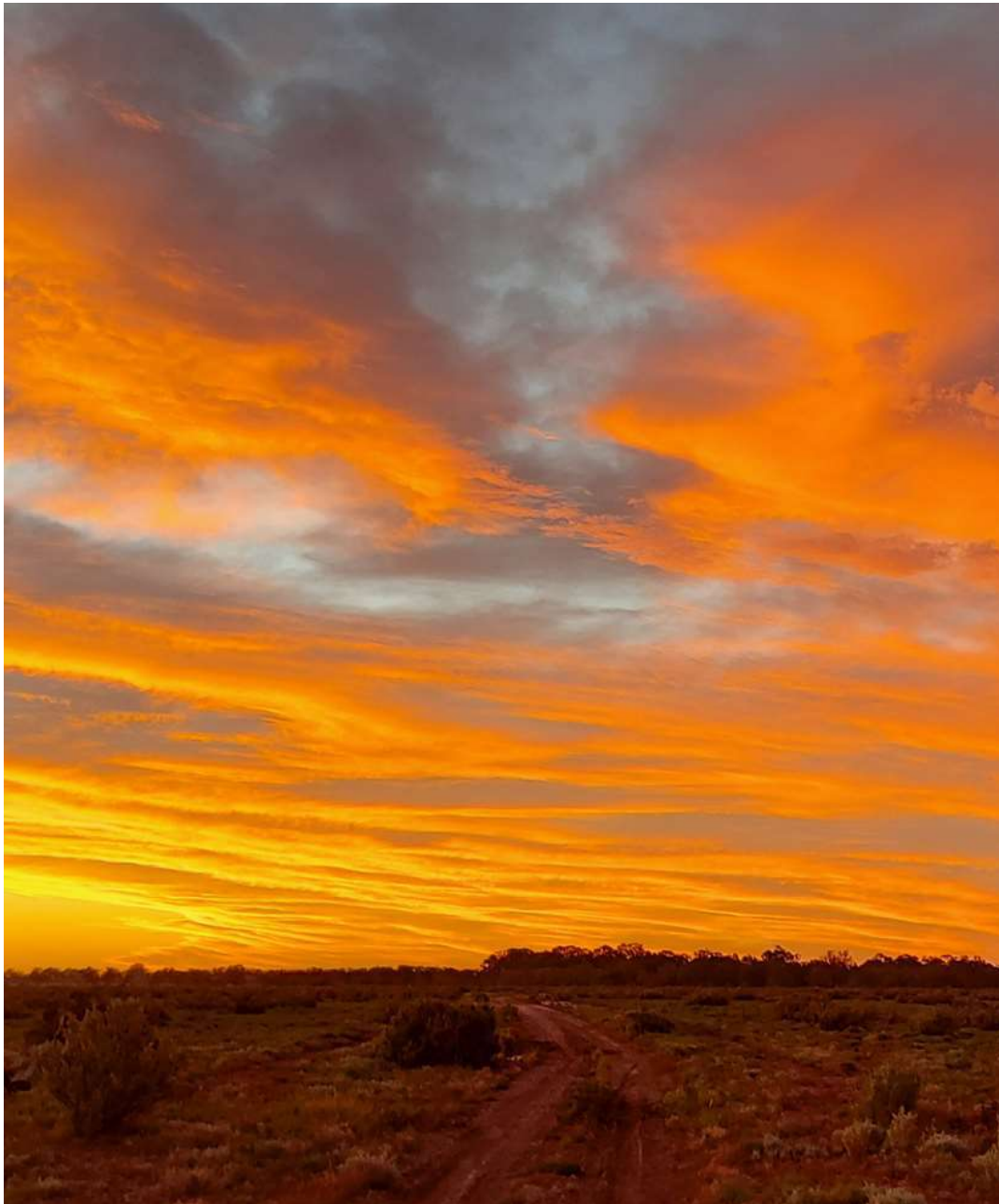




Town improvement ideas by students from Wilcannia Central School.

Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the shire.



About this plan

The Wilcannia and District Improvement Plan is part of a suite of plans developed by Central Darling Shire Council to guide its service design and delivery in years to come. These plans also provide important support for council in advocating for improved funding and services for the shire from other levels of government.

The Central Darling Shire Community Strategic Plan addresses issues and priorities across the shire as a whole at the highest level. However, as Central Darling Shire is so vast in area and its communities so remote and different, an Improvement Plan for each town and surrounding district has been developed to address the specific issues and needs of each community.



WILCANNIA AND DISTRICT IMPROVEMENT PLAN

How to read this plan

This Wilcannia and District Improvement Plan shares a common structure with the Community Strategic Plan and is designed to be read in conjunction with that plan.

The Community Strategic Plan is built around six Focus Areas that provide categories to define and describe community priorities and issues within the shire. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

These Focus Areas and Community Priorities also form the basis of this Improvement plan. However, it is important to note that they are only included in this plan where there are issues specific to Wilcannia and district that need to be addressed. Issues and priorities common across other communities within the shire are listed in the Community Strategic Plan.

Each Community Priority includes a table listing issues requiring address and agencies accountable for address and resolution of each issue.

FOCUS AREA 1. COMMUNITY AND CULTURE



| COMMUNITY PRIORITY – HOUSING | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Repair existing housing stock and construct more Aboriginal / social housing | NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op |
| Develop a range of sustainable housing types appropriate for Aboriginal communities through all stages of life – young people, families and retirees | NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op |
| Establish small local maintenance contracts for government-owned housing to build job opportunities and local capacity | NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op |
| Repair or replace all non-functioning domestic rooftop solar water purifiers installed in Aboriginal and social housing | NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR FAMILIES AND COMMUNITIES | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide drug and alcohol intervention and rehabilitation services in town | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Establish a community bus service when needed for sorry business transport and other tasks | NSW Department of Aboriginal Affairs |
| Establish a regular night patrol for Wilcannia with the involvement of Elders | NSW Police |
| Establish regular local Elders programs | Murdi Paaki Regional Assembly Maari Ma Health Aboriginal Corporation |
| Establish an Elders Board to administer local lore for Aboriginal people, similar to programs in Bourke, Balranald and Dubbo | Murdi Paaki Regional Assembly National Indigenous Australians Agency NSW Police |
| Establish greater presence of service providers in town and proper engagement with local communities - solicitors, government agencies, etc. | NSW Department of Health Maari Ma Health Aboriginal Corporation NSW Aboriginal Housing Office NSW Department of Aboriginal Affairs Royal Flying Doctor Service |

| | |
|--|---|
| | NSW National Parks and Wildlife Service Far West Community Legal Centre Murdi Paaki Regional Assembly |
| Expand accommodation at Wilcannia hospital for patients and Elders | NSW Department of Health Maari Ma Health Aboriginal Corporation |
| Develop a range of local support programs for men and re-establish the men's hub | |

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR CHILDREN AND YOUNG PEOPLE | |
|---|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Improve and expand local services for children and young people | NSW Department of Family and Community Services NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health Maari Ma Health Aboriginal Corporation Catholic Care Uniting Care Central Darling Shire Council |
| Structure the local drop-in centre to cater for all age groups through the provision of games and exercise equipment, after-school activities and school holiday programs | Maari Ma Health Aboriginal Corporation |
| Provide more night activities for children and young people such as movie nights and blue light disco | Maari Ma Health Aboriginal Corporation |
| Develop more options to keep young people, our kids in the community - not forced to leave for education and job opportunities | NSW Department of Education and Training NSW Department of Aboriginal Affairs TAFE NSW |
| Create more opportunities for young people to live independently and learn life skills | NSW Department of Family and Community Services NSW Department of Aboriginal Affairs NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op |
| Improve and expand local services for children and young people | NSW Department of Family and Community Services NSW Department of Aboriginal Affairs National Indigenous Australians Agency NSW Department of Health Maari Ma Health Aboriginal Corporation |

| | |
|--|--|
| | Catholic Care Uniting Care Central Darling Shire Council |
|--|--|

| COMMUNITY PRIORITY – SERVICES AND FACILITIES FOR AN AGING POPULATION | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop local aged care facilities | NSW Department of Health Maari Ma Health Aboriginal Corporation Catholic Care Uniting Care |
| Establish local 'Healthy and Active' programs for elderly people | NSW Department of Health Maari Ma Health Aboriginal Corporation Catholic Care Uniting Care |

| COMMUNITY PRIORITY – LOCAL SPORT AND RECREATION | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Construct local multi-purpose a sport, recreation and youth centre | NSW Department of Sport and Recreation Central Darling Shire Council |
| Install shade measures and safety fencing at parks and play equipment with parks with appropriate height clearance | Central Darling Shire Council |
| Construct a local pump track | Central Darling Shire Council |
| Construct a water slide at the pool | Central Darling Shire Council |
| Rebuild and develop more local community sports including rugby league and touch football – big service providers should provide assistance with administration and co-ordination – e.g. first-aid kits from Maari Ma, admin support from police. | NSW Department of Sport and Recreation NSW Rugby League Maari Ma Health Aboriginal Corporation NSW Police |
| Engage local young people in planning and decision-making about sport and recreation facilities | NSW Department of Sport and Recreation Central Darling Shire Council |
| Design parks to be more reflective of local Aboriginal culture | Central Darling Shire Council |

| | |
|---|-------------------------------|
| Provide a BBQ, canteen and shade trees at the swimming pool | Central Darling Shire Council |
| Construct new seating, toilets, an upgraded canteen and an exercise park at the sports ground | Central Darling Shire Council |

| COMMUNITY PRIORITY – COMMUNITY EVENTS | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop ongoing community events and discussions to build community pride, celebrate Aboriginal culture and improve the reputation of the town | Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party Central Darling Shire Council |
| Source funding to purchase and operate a community bus for community events, sorry business, etc. | Murdi Paaki Regional Assembly and Community Working Party Central Darling Shire Council |

FOCUS AREA 2. LOCAL AND REGIONAL GOVERNANCE



| COMMUNITY PRIORITY – SHIRE GOVERNANCE | |
|---|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Establish town councils to provide a community voice. | NSW Department of Planning, Industry and Environment – Office of Local Government NSW Audit Office Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party |

| COMMUNITY PRIORITY – ABORIGINAL COMMUNITIES' DECISION-MAKING AND REPRESENTATION | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Work to overcome local differences and develop unity in prioritising and addressing local issues | Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party |
| Improve communication channels and methods to inform and respond to local communities | Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party |
| Establish local governance and control of funding and decision-making affecting Aboriginal communities | Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia |

| | |
|---|---|
| | Community Working Party |
| Advocate for external decision-makers to visit the town and Shire regularly to properly understand local issues including education, employment, housing and health | Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party |
| Increase Aboriginal representation on Wilcannia Tourism Committee | Wilcannia Tourism Committee |
| Develop a reconciliation action plan for Council | Central Darling Shire Council |
| Ensure that shire governance systems include equal representation of Aboriginal and white representatives | NSW Office of Local government Central Darling Shire Council Wilcannia Local Area Land Council Murdi Paaki Regional Assembly and Wilcannia Community Working Party |

FOCUS AREA 3. NATURAL ENVIRONMENT



| COMMUNITY PRIORITY – SHIRE GOVERNANCE | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Ensure Aboriginal communities in Wilcannia have ongoing access to cultural water | Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority |

FOCUS AREA 4. LOCAL ECONOMY



| COMMUNITY PRIORITY – EMPLOYMENT | |
|--|---|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Create more local opportunities and set targets for appropriate skills development, training and jobs to build career opportunities for young people | NSW Department of Education and Training Regional Development Australia Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Assembly Central Darling Shire Council TAFE NSW REDI.E |
| Employ more local people on local projects and maintenance | NSW Aboriginal Housing Office Wilcannia Local Aboriginal Land Council Murdi Paaki Regional Housing Corporation Mid Lachlan Aboriginal Housing Co-op REDI.E Central Darling Shire Council |

| | |
|---|--|
| Provide assistance to people in setting up local businesses | National Indigenous Australians Agency TAFE NSW Destination Country and Outback NSW Murdi Paaki Regional Assembly |
| Create more opportunities for Aboriginal people to work for the Shire | Central Darling Shire Council |

COMMUNITY PRIORITY – ACCESS TO FRESH PRODUCE AND RETAIL CHOICES

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|---|---|
| Expand local retail options and access to fresh produce | National Indigenous Australians Agency Regional Development Australia Murdi Paaki Regional Assembly |

FOCUS AREA 5. RURAL AND URBAN LAND USE



COMMUNITY PRIORITY – GREENING AND BEAUTIFICATION OF TOWNS

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|---|-------------------------------|
| Improve town entrances and work with local communities to design local welcome and acknowledgement of Country | Central Darling Shire Council |
| Provide more street trees in urban areas for shade, climate control, dust minimisation and beautification of the town | Central Darling Shire Council |

FOCUS AREA 6. INFRASTRUCTURE AND SERVICES



COMMUNITY PRIORITY – DRINKING WATER

| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
|--|---|
| Improve water flow and quality in the river | Water NSW NSW Department of Planning, Industry and Environment Murray Darling Basin Authority NSW Department of Primary Industries |
| Improve the quality of local drinking water to ensure it meets Australian Drinking Water Standards | Water NSW NSW Department of Planning, Industry and Environment Central Darling Shire Council |

| COMMUNITY PRIORITY – LOCAL AND REGIONAL ROADS | |
|--|--|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Develop and implement road safety and traffic calming measures to slow traffic and increase pedestrian safety in the urban area. | Central Darling Shire Council Transport for NSW |
| Extend 50km/h zones on main roads in town | Central Darling Shire Council Transport for NSW |
| Construct a bus turning circle in Warrali Ave at the Mission | Wilcannia Local Aboriginal Land Council Central Darling Shire Council |

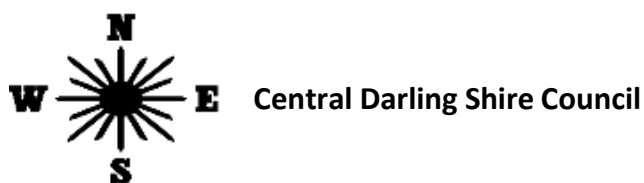
| COMMUNITY PRIORITY – LOCAL SERVICES | |
|--|-------------------------------|
| IMPROVEMENT PRIORITIES | ACCOUNTABILITIES |
| Provide a seven-day bus service to Broken Hill | Transport for NSW |
| Extend and improve local footpaths and kerb and gutter throughout the town | Central Darling Shire Council |
| Relocate the sewer system at the Mission to alleviate the unpleasant smells and address frequent system blockages | Central Darling Shire Council |
| Provide more frequent cleaning of local parks and playgrounds | Central Darling Shire Council |
| Install more street lights along footpaths including to the Mission and the Mallee | Central Darling Shire Council |
| Improve the quality of the old foot bridge to the Mission for safety and for tourists | Central Darling Shire Council |
| Improve cemetery facilities to include shade areas, BBQ facilities, tables and seating, drinking water, solar lighting, gardening taps and improved toilets and road realignment | Central Darling Shire Council |
| Install water bubblers in urban areas | Central Darling Shire Council |
| Upgrade local bus shelters to provide more shade for kids | Central Darling Shire Council |
| Upgrade and improve playing surfaces and/or amenities at the golf course, tennis courts, cricket pitch and bowling green | Central Darling Shire Council |



CONTACT US:

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836
(08) 8083 8900
centraldarling.nsw.gov.au

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| | | | |
|--|---|-----------------------|--|
| Title of Policy | Community Grants | | |
| This applies to | All Council employees and community members | | |
| Author | Greg Hill | Date approved: | |
| Position of Author | General Manager | Authorised by: | |
| Legislation, Australian Standards, Code of Practice | The <i>Local Government Act 1993</i> , provides at Section 356 of the <i>Local Government Act 1993</i> empowers councils to provide financial assistance to others. | | |
| Related Policies/Procedures | Community Grants Procedure | | |

AIM

Central Darling Shire Council acknowledges the contributions made by not-for-profit community based organisations, groups and individuals in the local government area and, where possible, commits limited funds to help these organisations, groups and individuals achieve their objectives.

The purpose of this policy is to:

- Establish a consistent, equitable and transparent response to requests for financial assistance;
- Ensure that all conforming applications received are given equitable consideration for funding;
- Ensure that the funding of community grants represents value for money to Council and the community; and
- Ensure that money provided by Council to community organisations are allocated in the most effective manner.

SCOPE

The policy applies to requests for community grants from not-for-profit community based organisations, groups and individuals that meet community needs and to benefit residents within our community.

This policy enables Council to support local projects and activities put forward by those organisations, groups and individuals that offer a significant contribution to community outcomes and goals as provided in the Community Strategic Plan. Additionally, Community Grants may also be available to respond to particular emergency situations (such as drought relief) depending upon the availability of funding. In making such funds available, community grants shall be provided in a consistent, equitable and transparent manner.

ELIGIBILITY CRITERIA

General Grants

To be eligible for consideration to receive community grants, applicants must:

- Be an incorporated not-for-profit and/or charitable organisation or individual based or residing in the Central Darling local government area;
- Target the local community;
- Fit within Council's Delivery Program & Operational Plan;
- Have no outstanding debts of any kind to Council; and
- Submit the application form by the applicable cut-off time and date.

Applicants may only receive funding up to a maximum amount of \$1,000. Community groups and individuals may apply for funding for events and one off activities at any time of year.

Community groups planning a series of events which may be eligible for funding are advised to apply for funding annually.

Individuals applying for financial support must demonstrate the value to the Shire community of the activity for which they require funding.

Community groups applying for in-kind support for the waiver of rates, fees, charges and goods is considered financial assistance within this policy and therefore may be eligible for consideration.

Recurring Grants

The groups to receive this category of funding will generally include schools (for award nights), church or community groups (for events such as Christmas luncheons) and community Australia Day celebrations (which does not include Council's centralised Australia Day event).

Funding will be limited to a maximum amount of \$200 for each group.

The Committee will determine those bodies which will receive this funding and no application form will be required.

Emergency Relief Grants

Council may, depending upon the availability of specific funding, be in a position to provide funding to members of our community adversely affected by such natural situations such as drought, flooding etc.

COMMUNITY GRANTS MANAGEMENT PROCESS

Applications

The Committee comprising the Administrator, General Manager and Shire Services Director will determine any categories that are deemed to be recurring. The amounts to be paid for these recurring community grants will generally be decided based on Council's budget.

Council has limited funding available and received requests to support so many worthwhile causes so often there are insufficient funds available to cater for all requests.

Applicants will need to re-apply each year, notwithstanding that they may have received assistance in previous years.

Except as otherwise provided, all applications are to be completed on a Central Darling Shire Council "Request for Community Grants Application Form". This can be accessed from the Council's website or Council offices. Forms may be lodged electronically, mailed or delivered to Council's office.

Assessment

All applications received will be assessed by a committee comprising the Administrator, General Manager and Shire Services Director.

The applications will be considered on their respective merits and will be assessed in conjunction with all other requests received against the following criteria relative to the amount of funding requested:

- Degree of benefit to the community aligned with the Community Strategic Plan;
- Amount of resident participation;
- Evidence of community support;
- Level of consultation and collaboration with other local groups;
- Whether the funding is for new and innovative community projects or programs;
- Organisational capacity to deliver the program or project;
- Does the project address local issues by attempting to meet a community need or shortcoming;
- Previous financial assistance to the applicant and the reasons for that assistance; and
- Applicant's access to alternative sources of funding.

Approval

All requests for Community Grants will be considered at a Council meeting for final approval pending assessment of the application. Consideration will include which applications will be funded and the amount of funding to be provided.

Reporting Requirements

Applicants are requested to provide Council with a report providing evidence of the activity funded. This can be in the form of a letter with photographs attached as applicable.

Timetable

Applications will be accepted year round. It is highly recommended that organisations planning a series of events apply in July. Applications are subject to the amount of available funding and can be refused when the allocated budget is exhausted.

PRIVACY

Applicants for Community Grants should be aware that copies of their applications may be included in a report to Council which will be published in the Council Business Paper and will be publicly available as well as being published on Council's website. All information provided will be managed in line with the *Privacy and Personal Information Protection Act 1998*.

**Department of Planning and Environment**

File Reference: 22/02190
Account No: 633902

PO Box 2215, DANGAR NSW 2309
Phone: 1300 886 235 (Option 2)
Fax: (02) 4925 3517
roads@crowmland.nsw.gov.au
www.dpie.nsw.gov.au/lands

30 May 2022

Central Darling Shire Council
Att: Reece Wilson
PO Box 165
WILCANNIA NSW 2836

Dear Reece

Re: W628401 - Application to Purchase Road

The Department of Planning and Environment - Crown Lands (the department) is currently considering the sale of the Crown roads identified in the attached diagram. Your application is included in this process.

The attached diagram displays the following information:

- Crown roads under purchase application are shown by black and orange hatching. The corresponding road purchase application number is labelled for your reference.
- If any additional Crown roads have been included in the proposal, they will show as solid orange fill.
- Individual properties adjacent to or that may potentially be affected by the proposed disposals.

Important Information

If approved for sale to you, the purchase price of the roads will be offered at \$11,203 per hectare.

The attached "Information Sheet" outlines other costs and fees associated with the purchase of Crown roads if the roads are approved for purchase and your application proceeds to a sale.

An opportunity to purchase additional roads shown as solid orange fill may exist. These roads are generally sold to a landholder whose property incorporates or adjoins the roads. When determining the suitability of sale of roads to an interested party consideration will be given to a variety of factors, including but not limited to access requirements, tenure/s held over the road, existing easements, current fence lines and encroachments on the road.

Further information is available on the department's website (www.industry.nsw.gov.au/lands/access/roads).

What should you do now?

You may have multiple properties displayed on the diagram. If you do, please consider how this proposal affects each of your properties. If roads are approved for sale, they will cease to be a road upon transfer to the purchaser as freehold land.

You should carefully consider your position and;

1. Complete the enclosed 'Expression of Interest Form' if you wish to purchase any of the roads in the attached diagram;
2. Complete the enclosed 'Comments on Proposed Sale of Crown Roads Form';
3. Complete the following on the attached 'Diagram for Return'.

CLNAPPEB01 – cluster_closure_app

- a. Clearly circle or highlight all roads that you want to express an interest in purchasing
Only circle the relevant roads within this specific closure and sale proposal i.e. coloured roads
- b. Sign and date the 'Diagram for Return'.

Please return these three (3) documents by 13 July 2022.

Failure to return the documents by this date may result in termination of you road purchase application.

Who knows about the proposal to sell Crown roads?

The department has sent notification letters to all landholders identified on the attached diagram.

Central Darling Council and other government agencies are being consulted to ensure that they have no issues with the proposed sale of the roads.

The proposal to sell the roads will be advertised in the Barrier Daily Truth on 15 June 2022 and online at: www.industry.nsw.gov.au/lands/access/roads calling for general comment from interested parties.

What happens next?

The department will consider all comments and expressions of interest upon expiration of the 28 day submission period. You will be notified if any objections are received to offer you an opportunity to propose a resolution if such consideration is required.

If the department requires more information to support your submission you will be contacted. If you would like more information about the assessment and road sale process you can go to the department's website at www.industry.nsw.gov.au/lands/access/roads and locate the departments Administration of Crown Roads Policy and supporting guideline. These documents outline the department's policy for administering various activities on the Crown road network.

What happens if I do not proceed with the purchase of the road(s)?

The department will consider that you do not wish to proceed with your application if you do not return the required documents by 13 July 2022.

Your application to purchase road(s) will be terminated and any enclosure permit will continue to attract annual concessional rent of \$154.00. Rent may change to annual market rental in the future. The department will consider all other offers for the purchase of these roads even if an enclosure permit holder indicates no interest.

If you do not have an existing enclosure permit over Crown roads fenced within your property, this review will be documented in the department's records. In the future the department may consider formalising a permit over these enclosed roads in accordance with the *Crown Land Management Act 2016*, attracting an annual fee in line with the regulated fee at that time.

Any future request to purchase the subject roads will require a new road purchase application to be lodged. Purchase price figures are based on Statutory Land Values as at the date of application.

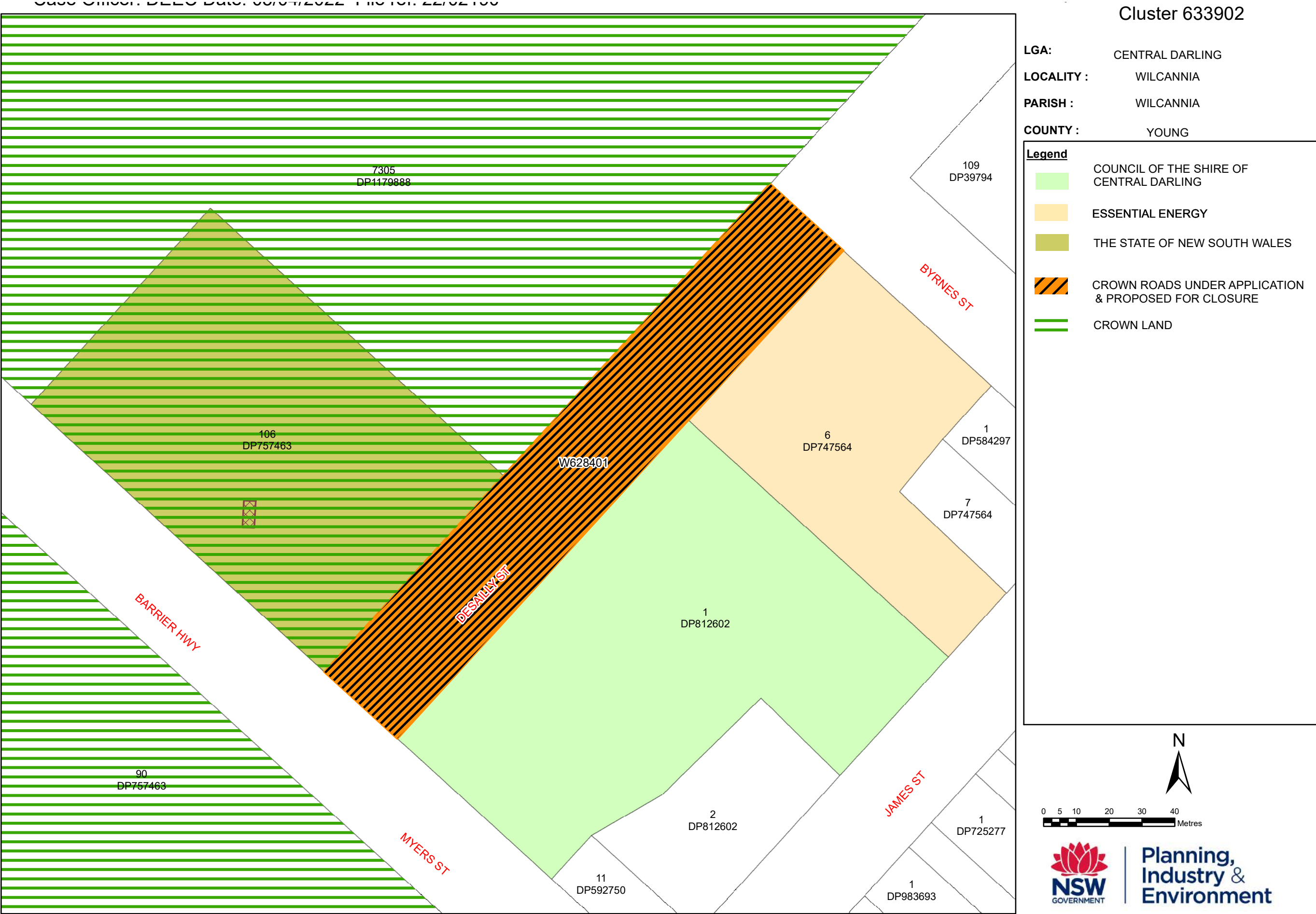
Please contact this office if you require assistance in completing the documents.

Enquiries in relation to this matter can be directed to Cath Dee, who can be contacted on 02 4925 4106 or via email at cath.dee@crowmland.nsw.gov.au.

Yours faithfully



Cath Dee
Department of Planning and Environment - Crown Lands Business Centre



Disclaimer: The information contained in this map has been provided in good faith. Whilst all effort has been made to ensure the accuracy and completeness of this information, the data providers take no responsibility for errors or omissions nor any loss or damage that may result from the use of this information.

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The Purchase Price

The purchase price of the roads will be based on \$11,203 per hectare, if approved for sale. This price is generally based on the Valuer General's Register of Land Value (valuation used for Council rating purposes) for your property at the date your application was lodged. Current land valuation data is used if lower than at the date of application.

Purchase by Instalment

You may choose to pay the purchase price by way of three (3) instalments over two (2) years. All associated fees and GST (where applicable) are payable in full with the first instalment. Additional fees are payable if you elect to pay by instalments. Please see the 'Associated Costs and Fees' schedule hereunder.

The second and third instalments are due 12 and 24 months after the due date of the first instalment. Pay by instalment is not available for road sales of total purchase price less than \$1000.

If payment is to be made by instalments, the title to the land will be encumbered with a second schedule notation to protect the Crown's interest in the land until such time as the purchase money is paid in full. The notation will refer to balance of purchase money is payable. If the instalment amount is paid by the due date no interest will be charged. If the instalment is not paid by the due date normal penalty interest will apply to the outstanding balance (currently 8.07%).

Forfeiture of the road purchase may occur if remaining instalments are not paid.

The property cannot be transferred prior to all instalments being paid. If a sale of the property is proposed, the balance of the purchase money will become payable in full prior to transfer.

Associated Costs and Fees

The following charges are also payable as part of this application:

- **Purchase processing fee of \$315.70 (incl GST);**
This fee is payable to cover the department's administrative costs for preparing the contract for sale, preparing and lodging road transfer and stamp duty documentation to finalise the road purchase.
- **Plan preparation fee of \$356.40 (incl GST);**
This fee is payable only when you choose to have the department compile a road closure plan for registration with NSW Land Registry Services to create first title so the road can be subsequently transferred to you. It is not payable if you engage a private surveyor to prepare the plan at your own cost
- **Transfer Lodgement Fee of \$36.96 (incl GST) for a single title or \$53.90 (incl GST) for multiple titles in a single dealing;**
This is the fee for the online lodgement of transfer, using the PEXA portal, to NSW Land Registry Services and is subject increase on 1 July each year.
- **Plan registration fee of \$311.10 (plus an additional fee of \$311.10 for each additional lot);**
This is the fee for the lodgement of the Deposited Plan with NSW Land Registry Services and is subject to increase on 1 July each year.
- **Dealing Fee of \$295.10 for transfer;**
This is the fee for the lodgement of the Dealing to Transfer the land from the State of New South Wales to you – required by NSW Land Registry Services and is subject to increase on 1 July each year.
- **Dealing Fee of \$147.70 for addition of notation on title (only charged for pay by instalment option);**
This fee is payable when pay by instalments is the selected payment type for the purchase of road/s. It is subject to increases by the NSW Land Registry Services on 1 July each year.
- **Dealing Fee of \$147.70 for removal of notation from title (only charged for pay by instalment option);**
This fee is payable when pay by instalments is the selected payment type for the purchase of road NSW Land Registry Services requires dealing to be lodged when the final instalment has been paid, to update the titling register. It is subject to increase on 1 July each year.

- 19PO Lodgement Fee of \$36.96 (incl GST) for a single title or \$53.90 (incl GST) for multiple titles in a single dealing (only charged for pay by instalment option);
This is the fee for the online lodgement of transfer, using the PEXA portal, to NSW Land Registry Services and is subject increase on 1 July each year.
- S88B Instrument Fee of \$147.70
This fee is payable for each easement that may be required over the land to be purchased and is subject to increase by NSW Land Registry Services on 1 July each year.
- GST on purchase price
This is the Goods and Services Tax on the purchase price. This will not generally be payable for land that is to be used for farming purposes, existing residential premises or unimproved land. It will generally be payable for all other proposed uses of the land.
- Stamp Duty
Stamp Duty is payable on the transfer of title. A transfer dealing will be prepared following registration of the road plan and will be forwarded to you to arrange payment and stamping by Revenue NSW. (Stamp Duty is not payable to this department. You will be advised of Stamp Duty requirements and payment due prior to transfer of ownership to you.)

What do you get if you purchase?

NSW Land Registry Services will issue freehold title in your name upon registration of transfer documentation.

If the plan is compiled by the department the title will have a limitation in the second schedule pursuant to Section 28T (4) of the *Real Property Act, 1900* indicating the boundaries of the land comprised therein have not been investigated by the Registrar General. The limitation may be removed by any future registration of a survey plan of the land for subdivision or consolidation.

Part 6A of the *Real Property Act, 1900* dealing with Possessory Title may be relevant to the parcel of land where fencing is not located on the boundary after the road is closed, sold and becomes freehold land.

The Tax Invoice

The department will issue a tax invoice upon receipt of your signed contract for sale. The invoice will call for payment of the purchase price (or first instalment) + GST and associated fees.

Please contact the department immediately if you do not wish to proceed with this offer.

This information is yours to keep