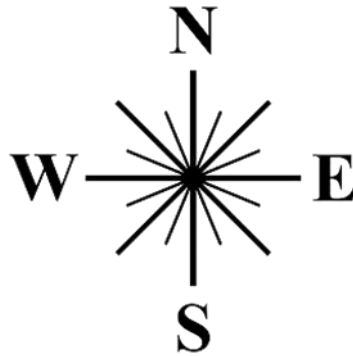


CENTRAL DARLING



SHIRE COUNCIL

EXTRAORDINARY COUNCIL MEETING

BUSINESS PAPER

18 MAY 2022

The Meeting will be held at 9:00am in the
Council Chambers, 21 Reid Street, Wilcannia

MISSION STATEMENT

To promote the Central Darling Shire area by encouraging development through effective leadership, community involvement and facilitation of services.

RECORDING AND WEBCAST OF COUNCIL MEETINGS

Council meetings are recorded and webcast on Council's website, your attendance and/or input may be recorded and publicly broadcast.

PUBLIC RECORDING PROHIBITED WITHOUT COUNCIL AUTHORITY

A person may only use a recording device, including audio and visual recording and any device capable of recording speech, to record a Council meeting by the resolution of the Council.

A person may be expelled from a Council meeting for having used a recording device without consent.

PHOTOGRAPHY PROHIBITED WITHOUT PERMISSION

Photography is not permitted at a Council meeting without the consent of the General Manager.

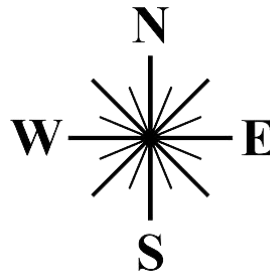
PUBLIC FORUM - EXTRACT FROM THE CODE OF MEETING PRACTICE POLICY

1. The Council may hold a public forum prior to each ordinary meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary Council meetings and meetings of Committees of the Council.
2. Public forums are to be chaired by the Mayor or their nominee.
3. To speak at a public forum, a person must first make an application to the Council in the approved form. Applications to speak at the public forum must be received by same day 8.50am before the date on which the public forum is to be held and must identify the item of business on the agenda of the Council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
4. A person may apply to speak on no more than two (2) items of business on the agenda of the Council meeting.
5. Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
6. The General Manager or their delegate may refuse an application to speak at a public forum. The General Manager or their delegate must give reasons in writing for a decision to refuse an application.
7. No more than three (3) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting.
8. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the General Manager or their delegate is to determine who will address the Council at the public forum.
9. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may, in consultation with the Mayor or the

- Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.
10. Approved speakers at the public forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council at the public forum, and to identify any equipment needs no more than three (3) days before the public forum. The General Manager or their delegate may refuse to allow such material to be presented.
 11. The General Manager or their delegate is to determine the order of speakers at the public forum.
 12. Each speaker will be allowed five (5) minutes to address the Council. This time is to be strictly enforced by the Chairperson.
 13. Speakers at public forums must not digress from the item on the agenda of the Council meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
 14. A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
 15. Speakers are under no obligation to answer a question put under Clause 4.14. Answers by the speaker, to each question are to be limited to three (3) minutes.
 16. Speakers at public forums cannot ask questions of the Council, Councillors or Council staff.
 17. The General Manager or their nominee may, with the concurrence of the Chairperson, address the Council for up to three (3) minutes in response to an address to the Council at a public forum after the address and any subsequent questions and answers have been finalised.
 18. Where an address made at a public forum raises matters that require further consideration by Council staff, the General Manager may recommend that the Council defer consideration of the matter pending the preparation of a further report on the matters.
 19. When addressing the Council, speakers at public forums must comply with this code and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's Code of Conduct, or making other potentially defamatory statements.
 20. If the Chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in Clause 4.19, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
 21. Clause 4.20 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.
 22. Where a speaker engages in conduct of the type referred to in Clause 4.19, the General Manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the General Manager or their delegate considers appropriate.

23. Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council or Committee meeting. The Council is to maintain a written record of all conflict-of-interest declarations made at public forums and how the conflict of interest was managed by the Councillor who made the declaration.

CENTRAL DARLING



SHIRE COUNCIL

EXTRAORDINARY COUNCIL MEETING

Wednesday, 18 May 2022

9:00am

Council Chambers, 21 Reid Street, Wilcannia

BUSINESS PAPER AGENDA

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1 OPENING OF MEETING

The Council Meeting will be declared open by the Mayor/Administrator.

2 ACKNOWLEDGEMENT OF COUNTRY

We would like to acknowledge the traditional custodians of this land and pay respects to Elders past and present.

3 APOLOGIES AND LEAVE OF ABSENCE

3.1 APOLOGIES

3.2 LEAVE OF ABSENCE

4 DISCLOSURES OF INTEREST

Pursuant to the Model Code of Conduct for Local Councils in NSW Councillors and Council staff are required to declare any pecuniary or non-pecuniary conflicts of interest.

RECOMMENDATION:

That the Disclosures of Interest – Pecuniary and Non-Pecuniary be received and noted.

5 CORPORATE SERVICES REPORTS

5.1 DRAFT 2022-23 INTEGRATED PLANNING AND REPORTING DOCUMENTS FOR PUBLIC EXHIBITION

FILE NUMBER: GD22/8740
REPORT AUTHOR: FINANCE MANAGER
RESPONSIBLE DIRECTOR: DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

In 2009 the Local Government Act 1993 was amended to introduce Integrated Planning and Reporting, which places an obligation on all NSW Councils to develop a suite of long-term planning documents based on comprehensive community engagement.

This report presents the Draft Operational Plan (2022-2023) Incorporating, Draft Fees and Charges (2022-2023) and Draft Operational Budget (2022-2023), Draft Long-Term Financial Plan (2023-2032) to the community for review and feedback ahead of adoption.

The Operational Plan (2022-23) must be developed for adoption before 1 August 2022, reflecting the existing Delivery Program (2022-2026).

RECOMMENDATION:

That Council will:

1. Receive the report
2. Endorse the DRAFT 2022-23 Integrated Planning and Reporting documents incorporating:
 - (a) • Draft 2022-23 Operational Plan
 - (b) • Draft 2023-32 Long-Term Financial Plan
 - (c) • Draft 2022-23 Revenue Policy
 - (d) • Draft 2022-23 Fees and Charges Schedule
 - (e) • Draft 2022-23 Operational Budget
3. Place the Draft documents on public exhibition for 28 days, seeking community submissions for consideration prior to adopting the documents at the June 2022 council meeting

BACKGROUND:

The Integrated Planning and Reporting legislation requires all NSW Councils to have:

- A ten-year Community Strategic Plan.
- A four-year Delivery Program.
- An annual Operational Plan.
- A Resourcing Strategy including an asset management plan, a long-term Financial Plan, and a Workforce Management Plan.

In line with the Legislation, Council needs to provide an annual Operational Plan, Fees and Charges and Operational Budget that can be shared in Draft form with the community for feedback ahead of adoption by 1 July 2022.

Where amendments are made to the Long-Term Financial Plan and Delivery Program, these must be shared and revised using the same process.

REPORT:

The Draft Operational Plan 2022-2023 supports the Delivery Program 2022-2026 and specifies the actions of Council's key functional and operational areas that will be conducted in the coming year, funded through the 2022-2023 budget.

The Draft Operational Plan has been developed by Council staff in conjunction with the Administrator. As a result, it is anticipated that throughout 2022-2023, Council will be required to assess the need for changes to budget allocations and priorities.

Council adopted a more robust and detailed 2022-23 budget preparation process, ie -

- A series of budget preparation and review meetings were conducted with respective Council line managers and Executive team
- Assumptions underpinning the proposed budget figures were required and documented
- A combination of Zero-based budgeting and the "Top-Down" methodology was used to draft the budget.

The attached Operational Plan and budget documents consist of the following components.

1. Operational Plan 2022-23 –

- This document covers the six key focus areas of Council's normal strategic planning framework
- It describes the annual operational responsibilities of Council and where possible the relevant expenditure amounts from the annual budget
- The programs and activities described in the plan cover Council's "business as usual" and include traditional expenditure in the areas of road maintenance, water and sewerage supply, general infrastructure, and service delivery.

2. Statement of Revenue –

- Ordinary rates have been increased by the approved IPART rate peg of 0.7%
- An increase of 2.5% has been applied to water, sewerage, and waste collection
- No increase has been applied to general fees and charges other than statutory fees and charges if required.

3. Income and Expense Statement –

- The income component was calculated using the assumptions above
- Where relevant, new grants have been recognized
- The expenditure items were based on previous years expenditure and where applicable zero-based budget principles.

4. Capital Works Program 2022/23 –

- Major capital works include:
 - o Reseals/Gravel Re-sheets and Roads to Recovery: \$2.2 M
 - o Initial Seals - Pooncarie Road: \$12.0 M
 - o Fixing Local Roads – Smiths Hill: \$1.60 M
 - o White Cliffs Water Plant and Reticulation System: \$2.5 M
 - o Ivanhoe and Wilcannia Water Treatment Plants: \$3.6 M
 - o Ancillary Works totaling \$1.5 M –
 - Streetscape upgrades, Landscaping & Tree Planting -Ivanhoe, White Cliffs & Wilcannia: \$250,000
 - Wilcannia Post Office: \$150,000
 - Wilcannia Cemetery – Plot Works & GIS Surveys: \$41,500
 - LRCI electronic roads signs: \$300,000
 - CRIF Electrical upgrades – Tilpa Village and Victory Caravan Park: \$234,000
 - Playground Upgrades: \$210,000
 - Tourist Kiosk & Public Amenities – White Cliffs, Sunset Strip, Wilcannia: \$94,000
 - Aerodromes – Emmdale Bore: \$85,000
 - Preparing Australia Program – Darling River Flood Mapping: \$100,000

5. Fees and Charges 2022-23 –

- As mentioned in point 2 above no increases to General Fees and Charges have been applied, except for statutory fees and charges if required.

Changes to the Budget and Operational Plan, along with progress updates of Council's work across the year will be reported to the community through quarterly reviews to Council, the publication of a half yearly update on the Operational Plan and in Council's Annual Report.

The Operating Budget indicates that Central Darling Shire Council will have an Operating Surplus (after Capital Grants) of \$118,062.

The total 2022-2023 budgeted operating expenditure will be \$21.284 Million, Capital Expenditure will be \$24.394 Million, with total revenues expected to be \$45.796 Million.

The Draft Operational Plan for 2022-2023 continues the keys focus areas of Council's updated Community Strategic Plan which has ensued from the extensive review conducted in 2021-22. The review focused on validating the previous specific needs already noted plus capturing any new items identified by the community as part of the review consultation process. Any new Programs and Activities identified were included in the draft Operational Plan to be further assessed and refined throughout 2022-2023. These programs include Housing, Water Security, Employment, Telecommunications and Electricity Infrastructure.

Further information relating to the Draft 2022-2023 Budget can be found in the attached documents.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Plan Strategic Plan Outcomes	Delivery Outcomes
GOAL 4: A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.	<u>Objectives</u> 4.2 Efficient and effective services. 4.1 Effective communication and consultation with Shire communities. 4.3 Skilled and informed Councillors and staff.

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	Positive
Economic	Positive
Governance	Positive

Financial and Resource Implications:

The adoption of these Plans will incur associated expenses and resource implications for their successful implementation. These commitments are outlined in the budget provided.

Policy, Legal and Statutory Implications:

Council is required to adopt a full suite of Integrated Planning and Reporting documents before 01 August 2022.

Risk Management - Business Risk/Work Health and Safety/Public:

There is a risk that the Draft Plans provided with this report may not be understood by the community and therefore, a detailed communications and engagement approach will be applied, as outlined below.

OPTIONS:

1. Council endorses the Plans as presented and places them on public exhibition.
2. Council may opt to amend the Plans and place them on public exhibition.
3. Council may opt not to endorse any of the Plans presented at this time, being aware that Councils are mandated to have the plans adopted by 1 August 2022.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition:**

A review of the 2022-2026 Delivery Program commitments, the current 2021-2022 Operational Plan progress and priority organisational projects was undertaken by the Management Executive team to develop and confirm the priorities in the 2022-2023 Operational Plan.

The Operational Budget has been developed in consultation with the Management Executive team.

The Draft Plans have been presented to the Administrator.

External Exhibition:

The Operational Plan reflects the upcoming year's actions in order for Council to deliver on its commitments in the Delivery Program 2022-2026.

Formal public exhibition of the Draft Operational Plan 2022-2023 incorporating the Draft Operational Budget 2022-2023, Draft Fees and Charges 2022-23 will be conducted in accordance with the requirements of the Local Government Act 1993 and any provisions as mandated by the NSW Government in the wake of the COVID-19 pandemic, being:

"IP&R documents can be published on Council's website and made available for inspection electronically or in such other form as determined by the Council" – NSW Office of Local Government Circular to Councils 20-15 / 1 May 2020 / A700190.

Public exhibition will include the document being available electronically on Council's website and advertisements in local newspapers and electronic media. Viewing of hardcopies at customer service counters may take place, however this is dependent on instructions with the prevailing COVID-19 protocols.

Community feedback from the public exhibition period will be considered by Council before the final document is adopted at the June 2022 Ordinary Council meeting.

Attachments:

1. [Draft 2022-23 Operational Plan and Budget \(including revenue policy\)](#)
2. [Financial Statements and other Draft Budget Information](#)
3. [Draft Capital Works Program 2023](#)
4. [Draft fees & Charges 2023](#)
5. [Draft Long-Term Financial Plan 2023-32](#)

6 MEETING CLOSE

The Ordinary Council Meeting will be declared closed by the Mayor/Administrator.

The next Ordinary Council Meeting will be held on Wednesday, 25 May 2022 in Council Chambers, 21 Reid Street, Wilcannia at 9 am.



Operational Plan and Budget

2022 - 2023

Contents	Page
The Integrated Planning and Reporting framework	
Central Darling Shire Operational Plan 2021-22	
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

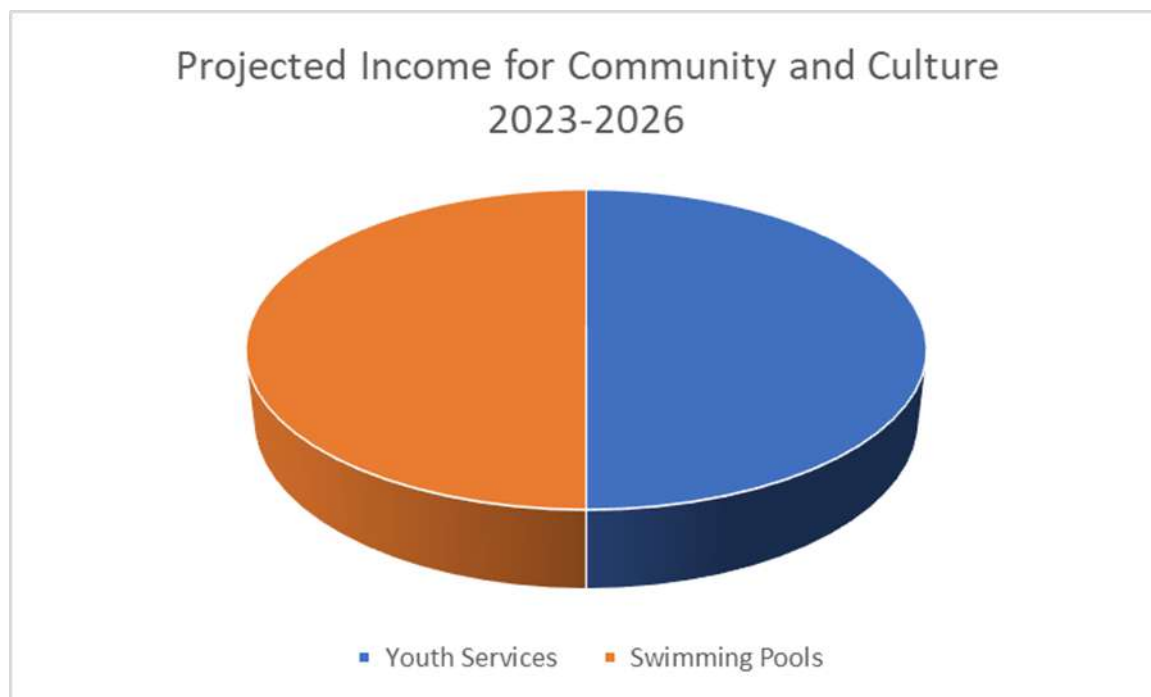
Program / Activity	Current actions	Responsibility	Performance indicators
Australia Day	Continue to organise and manage Australia Day, Community Awards and community events across the shire	General manager	Australia Day events are organised and managed across the shire
Community grants and funding	Provide 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

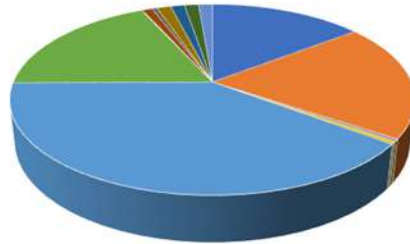
Initiative	Responsibility	Timeline (FY 23 / 24 / 25 / 26)	Indicators of progress
Provide funding for communities in Wilcannia, Menindee and Ivanhoe for NAIDOC Week events	General Manager	FY 23 ongoing	NAIDOC Week events are organised and managed in Wilcannia, Menindee and Ivanhoe with funding support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



Projected Expenditure for Community and Culture 2023-2026



- Council houses (staff accommodation)
- Community information
- Community centre operations (community halls etc.)
- Youth Services
- Swimming pool management and maintenance
- Sports field management and maintenance
- Australia Day
- Community grants and funding
- Provide funding for communities in Wilcannia, Menindee and Ivanhoe for NAIDOC Week events
- Upgrade of club rooms at Ivanhoe sports ground
- Installation of irrigation system at Ivanhoe sports ground
- Construct a netball court in Menindee
- Install outdoor gym equipment in local towns

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 s355 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			

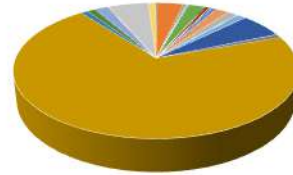
New initiatives

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



Projected Expenditure Local and Regional Governance 2023-2026



- Council and committee support
- Community consultation and participation
- Occupational health and safety
- Record management services
- Complaints handling
- Staff recruitment
- Auditing
- Financial reporting
- Organisational planning and reporting
- Human resources management
- Information technology services
- Governance
- Customer Services counter
- Facilities bookings
- Financial management
- Rates

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.*

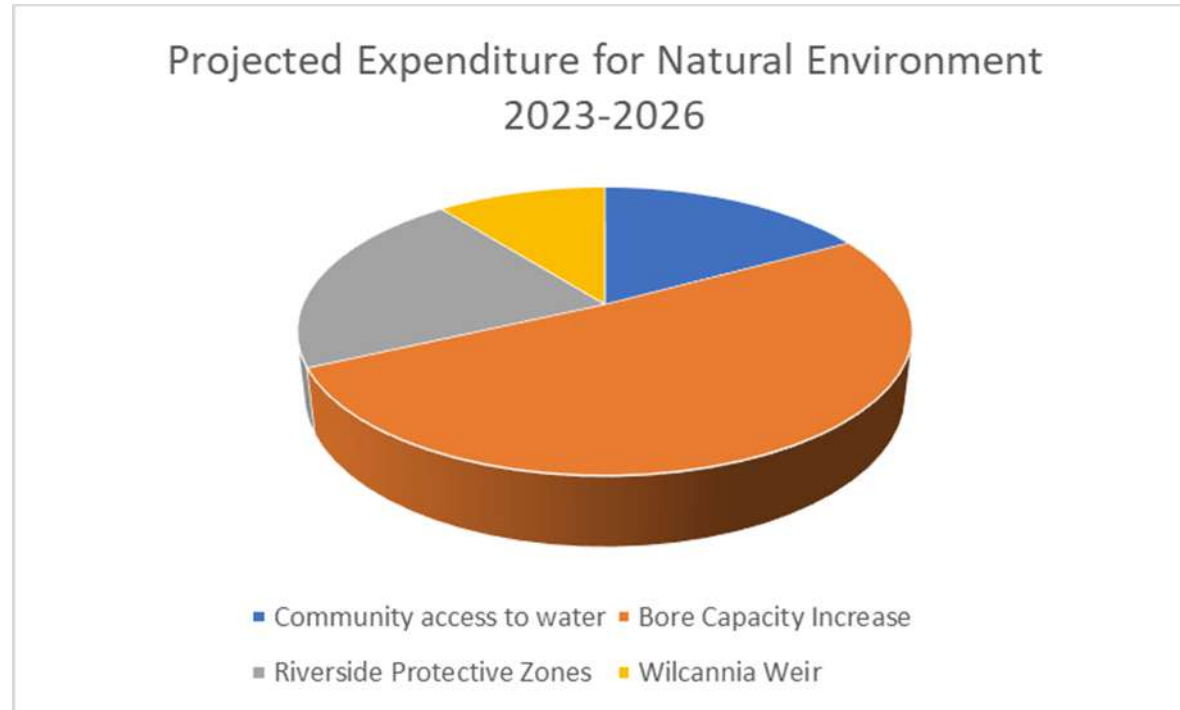
Continuing council programs and activities

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.*

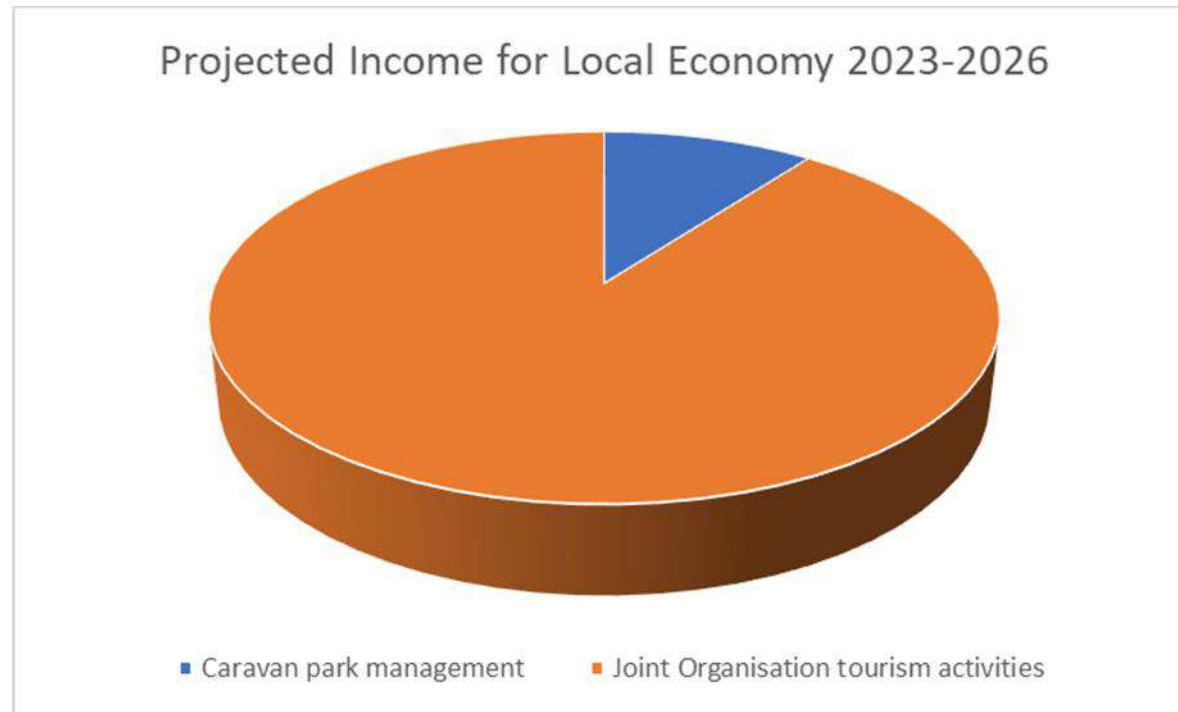
Continuing council programs and activities

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.*

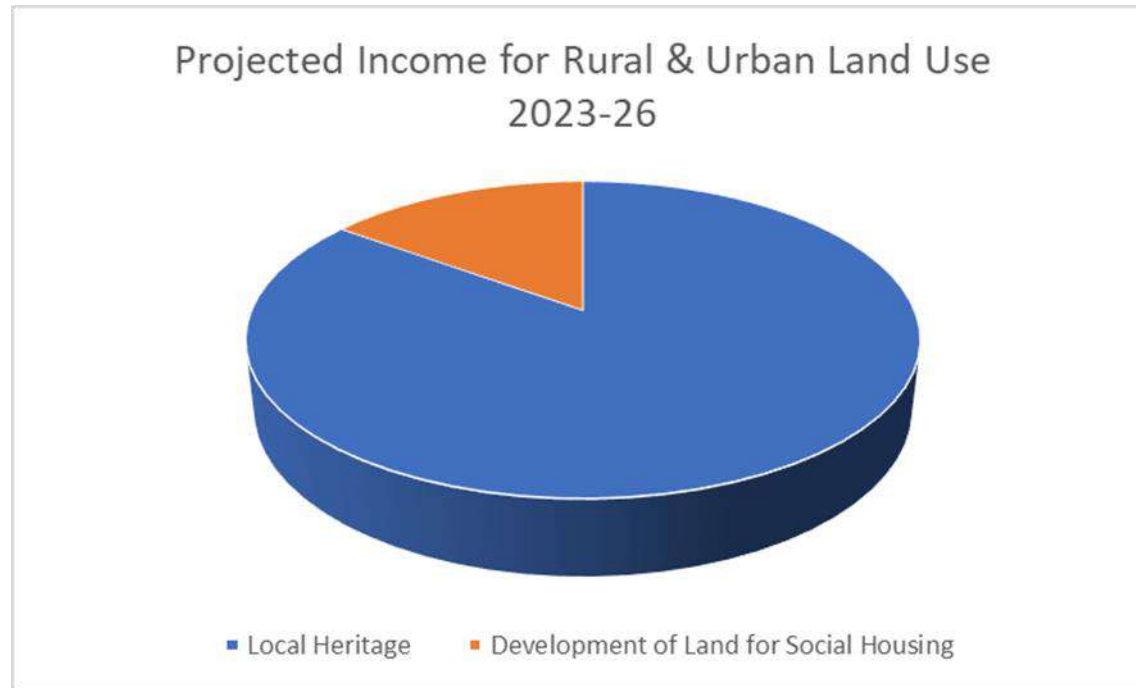
Continuing council programs and activities

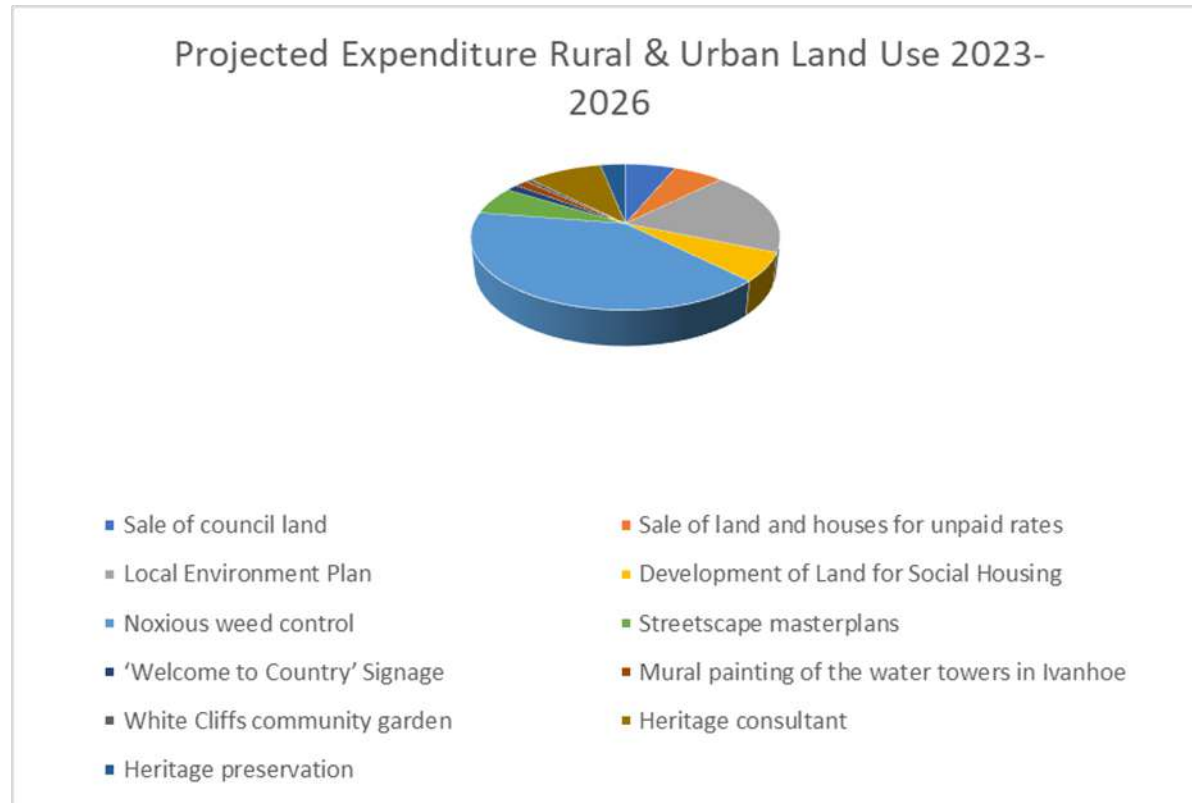
Program / Activity	Current actions	Responsibility	Performance indicators
Heritage consultant	Maintain ongoing engagement of an appropriate consultant to provide heritage advice and management services to council	Director Shire Services	Consultant engaged
Heritage preservation	Ensure that local Aboriginal 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
WASTE MANAGEMENT PLAN MILESTONES			
<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 surface 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
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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

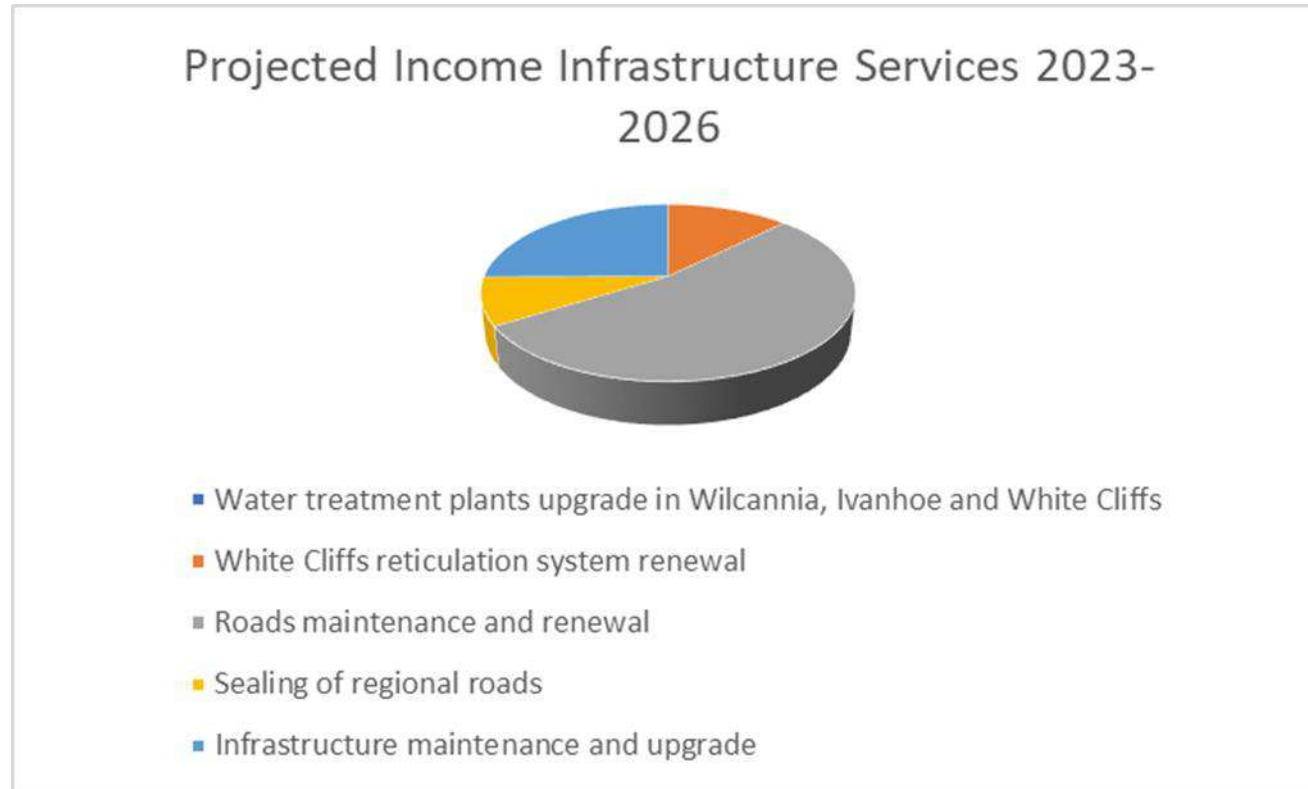
Program / Activity	Current actions	Responsibility	Performance indicators
Aerodromes	Maintained to ALA & CASA standards	Deputy Director Shire Services	Compliant to ALA & CASA standards
Stormwater Management	Asset management plan CCTV investigation	Deputy Director Shire Services	CCTV inspection completed.
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

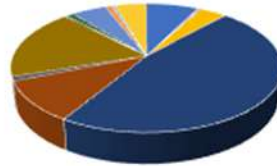
Initiative	Responsibility	Timeline (FY 23 / 24 / 25 / 26)	Indicators of progress
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Advocate for increased funding to maintain and operate council aerodromes to CASA standards	GM Director Shire Services	FY 24	Funding sourced to maintain aerodromes to CASA standards
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RESOURCING – INFRASTRUCTURE AND SERVICES



Projected Expenditure Infrastructure Services 2023-2026



- Water treatment plants upgrade in Wilcannia, Ivanhoe and White Cliffs
- White Cliffs reticulation system renewal
- Emergency water supply for Tilpa community
- Water supply systems maintenance
- Investigate and improve water security measures for White Cliffs

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
Farmland	377	\$130.00	\$49,010	\$424,284,990	0.0010030	\$425,55
Residential	1,055	\$130.00	\$137,150	\$3,442,840	0.0652170	\$224,53
Business	135	\$130.00	\$17,550	\$535,360	0.0589420	\$31,55
Totals	1,567		\$203,710	\$428,263,190		\$681,64

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)					

<p><u>Purpose:</u> Fund waste management facilities to meet potential future demands from vacant land. <u>Applies to:</u> All vacant parcels of rateable land within any of Council’s waste collection areas.</p>	<p>Per Property</p>	<p>\$306.00</p>	<p>\$314.00</p>	<p>230</p>	<p>\$72,220</p>
<p>Domestic Waste Management Service</p>					
<p><u>Purpose:</u> 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. <u>Applies to:</u> All properties within the Ivanhoe, Menindee or Wilcannia Council’s waste collection areas, with an approval for a residential building.</p>	<p>Per Property</p>	<p>\$646.00</p>	<p>\$663.00</p>	<p>578</p>	<p>\$383,214</p>
<p>Domestic Waste Management Service – Sunset Strip</p>					
<p><u>Purpose:</u> Provide Sunset Strip residents with free access to the dispose of domestic waste at the Sunset Strip Waste Management Facility. <u>Applies to:</u> All properties in Sunset Strip with an approval for a residential building.</p>	<p>Per Property</p>	<p>\$78.00</p>	<p>\$80.00</p>	<p>136</p>	<p>\$10,880</p>
<p>Domestic Waste Management Service – White Cliffs</p>					
<p><u>Purpose:</u> Provide residents of the White Cliffs township with free access to the dispose of domestic waste at the White Cliffs Waste Management Facility. <u>Applies to:</u> All properties in Sunset Strip with an approval for a residential building.</p>	<p>Per Property</p>	<p>\$64.00</p>	<p>\$66.00</p>	<p>197</p>	<p>\$13,002</p>
<p>Domestic Waste Management – Additional Bin Collection Services</p>					

<u>Purpose:</u> Weekly collection of additional 240 litre waste bin (additional charge per bin). <u>Applies to:</u> 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
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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					
<u>Purpose:</u> Entitlement to a weekly collection of a 240 litre waste bin. <u>Applies to:</u> 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					
<u>Purpose:</u> Entitlement to a weekly collection of additional 240 litre waste bins. <u>Applies to:</u> 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 Commission 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 received, 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 Councils 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

- 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 Commission 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 received, 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.

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	
Commissions & Agency Fees	157	160	183	
Cemeteries	8	9	8	
Insurance Claims Recovery	32	10	11	
Micellaneous Sales	12	12	-	8
Sales General	55	125	106	
Other	2	2	23	
tal Other Revenues	339	391	405	
erating Grants				
FAGS - General	3,775	3,775	3,000	
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	
tal Operating Grants	8,271	6,780	5,559	
pital 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	
tal Capital Grants	15,450	16,084	24,394	
ntributions				
Regional Road Block Funding	1,450	1,150	2,810	9
Far West Joint Organisation	-	714	375	
tal Contributions	1,450	1,150	3,185	

tal income from continuing operations	35,428	36,309	45,796
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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	
Financing Costs				
Interest on Loan	12	12	-	
Interest Right of Use Assets	43	14	14	
Tip Remediation	33	26	25	
	88	52	39	
Materials & 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	
Depreciation				
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	
Other 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

l. 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
Operating 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)	
Printing Costs	(12)	(12)	(14)	
Net Cash Provided by operating Activities	19,975	20,331	27,010	
Operating 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)	
Operating 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

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
Rate of Council Facilities as Approved by Council				
Penitence Community Hall				
Discos, Parties, Presentations, Movies	Day or Night	\$280.00		\$280.00
Supper Room	Day or Night	\$95.00		\$95.00
Club Fundraising Discos-Seniors	Day or Night	\$125.00		\$125.00
Club Fundraising Discos-Juniors	Day or Night	\$65.00		\$65.00
Fundraising-Charities	Day or Night	\$85.00		\$85.00
Government Agencies	Day or Night	\$280.00		\$280.00
Meetings	Day or Night	\$60.00		\$60.00
Non-Refundable if Hall is cleaned and left in a reasonable condition	Day or Night	\$270.00		\$270.00
Penitence (Committee)				
Full Day Hire	Day Rate	\$200.00		\$200.00
Full Day Hire	Evening Rate	\$250.00		\$250.00
Non-Refundable if Hall is cleaned and left in a reasonable condition	Day or Night	\$500.00		\$500.00
Rate of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
White Cliffs Community Hall (Committee)				
Full Day Hire	Day or Night	\$110.00		\$110.00
Club Activities (Supper Room)	Day or Night	\$5.00		\$5.00
Club Events (Supper Room)	Day or Night	\$15.00		\$15.00
Supper Room Hire	Day or Night	\$25.00		\$25.00
Rental of Table and Chairs		\$50.00		\$50.00
Travelling Expenses	Per Day	\$110.00		\$110.00

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
Alpa Community Hall (Committee)				
Hall Hire	Day or Night	\$50.00		\$50.00
Community Centre Hire-Includes Hall and Kitchen	Day or Night	\$100.00		\$100.00
Alcannia Community Hall				
Title of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Alcannia Community Hall				
Discos, Parties, Presentations, Movies (Inc Kitchen)	Day or Night	\$280.00		\$280.00
Upper Room (Inc Kitchen)	Day or Night	\$95.00		\$95.00
Club Fundraising Discos-Seniors	Day or Night	\$125.00		\$125.00
Club Fundraising Discos-Juniors	Day or Night	\$65.00		\$65.00
Fundraising-Charities-Not For Profits	Day or Night	\$85.00		\$85.00
Meetings	Day or Night	\$65.00		\$65.00
Refundable if Hall is cleaned and left in a reasonable condition	Day or Night	\$270.00		\$270.00
Trimming Pools				
Annual Hirers Fee (All Pools)	Each Event	\$60.00		\$60.00
Family Season Ticket	Season	\$100.00		\$100.00
Alcannia	Per Person	Gold Coin		Gold Coin
Alcannia	Per Person	Gold Coin		Gold Coin
Alcannia	Per Person	Gold Coin		Gold Coin
Alcannia	Per Person	Gold Coin		Gold Coin
Alcannia	Per Person	Gold Coin		Gold Coin

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
her (Facilities)				
ie of BBQ Trailer (Wilcannia Only, pick up from Council Depot) livery/Pickup additional \$20 fee will be incurred		\$65.00		\$65.00
als/Parks/Reserves (Excluding not for profit & community events)	\$100.00 Bond Per	\$65.00		\$65.00
ie of Wilcannia ATCO's	Person/Per Night	\$60.00		\$60.00
ie of Projector for functions (In Council facilities)	\$100.00 Bond	\$30.00 Per Day	\$100.00 Bond	\$30.00 Per Day
le of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
tes				
erest on Overdue Rates and Charges 1 July 2020 – 31 December 2020		7.5% p.a		0.0% p.a
erest on Overdue Rates and Charges 1 January 2021 – 30 June 2021				7.0% p.a
te Enquiry Fee: (Written response to bona fide purchaser or owner)	Per Property	\$75.00		\$75.00
tion 603 Certificate		\$85.00		\$85.00
turned or Dishonoured Payment Fee		\$45.00		\$45.00
tes Administration/Refund Fee		\$20.00		\$20.00
vernment Information (Public Access)				
vernment Information (Public Access)	Fixed Act	\$30.00		\$30.00
plication Internal Review	Fixed Act	\$40.00		\$40.00
le of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
mppanion Animals Act (Dogs and Cats) Effective 1st July 1999				
<i>N/ Office of Local Government (OLG) set the registration fees on an annual basis in July/August. The fees and charges will be update when this information is made available.</i>				
etime Registration				
g – Desexed (by relevant age)				\$60.00
g – Desexed (by relevant age eligible pensioner)				\$26.00
g – Desexed (sold by pound/shelter)				\$30.00
g – Not Desexed or Desexed (after relevant age)				\$216.00

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
g – Not Desexed (not recommended)				\$60.00
g – Not Desexed (recognised breeder)				\$60.00
g – Working or Assistance Animal				\$0.00
t – Desexed or Not Desexed				\$50.00
t – Eligible Pensioner				\$26.00
t – Desexed (sold by pound/shelter)				\$25.00
t – Not Desexed (not recommended)				\$50.00
t – Not Desexed (recognised breeder)				\$50.00
Title of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
crochip & Implantation		\$45.00		\$45.00
pection of Dangerous dog facilities		\$150.00		\$150.00
Animal Detainment Fees				
t, Dog, Pig-Release Fee		\$22.00		\$22.00
lease Fee Second Offence		\$44.00		\$44.00
aintenance/Sustenance Fee-Per Day		\$16.50		\$16.50
at, Sheep-Release Fee		\$16.50		\$16.50
lease Fee Second Offence		\$44.00		\$44.00
aintenance/Sustenance Fee-Per Day		\$16.50		\$16.50
rse, Cattle-Release Fee		\$66.00		\$66.00
lease Fee Second Offence		\$93.50		\$93.50
aintenance/Sustenance Fee-Per Day		\$27.50		\$27.50
Title of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Planning Certificates				
anning Certificate 10.7 – Part 2 (Formerly 149 (2))		\$53.00		\$53.00
quiring additional information Part 5 (Formerly 149 (5))		\$80.00		\$80.00
rtificate Under Section 735A		\$80.00		\$80.00
rtificate as to Orders 121ZP		\$40.00		\$40.00
gent Fee		\$75.00		\$75.00
Swimming Pool Inspections				
st Visit		\$150.00		\$150.00
cond Visit		\$100.00		\$100.00
Hotway Restaurant Permit				

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
Table and 4 Chairs		\$60.00		\$60.00
Food Premises Inspection				
Food Inspection		\$60.00		\$60.00
Additional Inspection		\$80.00		\$80.00
Table of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Domestic Waste Collection				
Replacement of lost or damaged Wheelie Bin	New Bin	\$105.00		\$105.00
	Second-Hand Bin	\$45.00		\$45.00
Public Cemeteries				
Grave Digging		\$450.00		\$450.00
Fee for grave under right of burial		\$280.00		\$280.00
Surcharge for Grave Digging Out of Hours, Urgent, Out of Cemetery Grounds		\$220.00		\$220.00
Transport cost for out of Cemetery Grounds Council will need to calculate transport costs.				
Transfer of Ashes in pre-existing grave		\$450.00		\$450.00
Grave Opening and closing of Grave		\$450.00		\$450.00
Grave removal/replacement prior to re-opening and closing of grave		\$220.00		\$220.00
Weekend Surcharge for re-opening and closing		\$220.00		\$220.00
Fee for Memorial Wall (Includes Purchase, Inscription & Installation)		\$150.00		\$150.00
Table of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Water Supply				
Water Connection, Tapping fee only per service (standard meter)(Filtered & Raw (Min)		\$750.00		\$750.00
Water Reconnection to existing service per service		\$125.00		\$125.00
Water Reconnection after cut off for non-payment		\$145.00		\$145.00
Special meter reading or testing		\$60.00		\$60.00
Wastewater Services				
Connection to Effluent main		\$1,580.00		\$1,580.00
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.				
Additional charges will be incurred for conduit length in excess of 10m and be subject to a quotation.				
Septic Tank and Chemical Closet				
Septic Tank, Chemical Closet and aerated water system Application		\$150.00		\$150.00
Septic Tank: Amended Application		\$25.00		\$25.00

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
Item Description	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Building Certificates				
(as required by Statute) Per dwelling in building or in any other building on allotment				
Classes 1 and/or 10 Building	Excluding GST	\$250.00		\$250.00
Classes 2-9 (not exceeding 200 sqm)		\$250.00		\$250.00
Exceeding 200sqm but less than 2000sqm		\$250 + \$0.50 /sqm over 200 sqm		\$250 + \$0.50 /sqm over 200 sqm
Exceeding 2000sqm		\$1,165 + \$0.075 /sqm>2,000sqm		\$1,165 + \$0.075 /sqm>2,000sqm
Additional Inspection		\$90.00		\$90.00
Occupation Certificate		\$90.00		\$90.00
Building Surveyor Certificate search of records> 2yrs Copy of Building Plans		\$60.00		\$60.00
Swimming Pool		\$200.00		\$200.00
Commercial Change of Use:		\$200.00		\$200.00
Food & Breakfast		\$200.00		\$200.00
Activity Approvals		\$20.00		\$20.00
Item Description	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Maintenance/Handywork/private works	Per Hour	\$60.00		\$60.00
Development Applications				
Residential Development Applications:				
Up to \$5000	Up to \$5000	\$110.00		\$110.00
\$70.00, plus an additional \$3 for each \$1,000 or part thereof of the by which the	\$5,001 to \$50,000	\$170.00		\$170.00
\$52, plus an additional \$3.64 for each \$1,000 or part thereof by which the estimate	\$50,001 to \$250,000	\$352.00		\$352.00
\$160 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimate	\$250,001 to \$500,000	\$1,160.00		\$1,160.00
\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimate	\$500,001 to \$1,000,000	\$1,745.00		\$1,745.00
\$2,615 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimate	\$1,000,001 to \$10,000,000	\$2,615.00		\$2,615.00
\$15,875 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimate	More than \$10,000,000	\$15,875.00		\$15,875.00
Construction of Dwelling House \$100,000 or less		\$455.00		\$455.00

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
Item Description	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Application for Demolition		\$110.00		\$110.00
Development not involving a dwelling or subdivision		\$285.00		\$285.00
Subdivision-Opening a public road	+ \$65 additional lot	\$665.00		\$665.00
Subdivision-Not opening a public road	+ \$53 additional lot	\$330.00		\$330.00
Designated Development	Above other fees	\$920.00		\$920.00
Management of Complying Development Certificate				
Advertising Developments-Designated		\$2,220.00		\$2,220.00
Advertising Developments-Advertised, prohibited or under LEP/DCP		\$1,105.00		\$1,105.00
Development requiring Concurrence		\$250.00		\$250.00
Segregated Development		\$250.00		\$250.00
Development FIRST Fee (Over \$50,000)	\$0.64 per extra \$1,000			
Engineering Service Levy (Over \$25,000)	0.35% of value of works			
Item Description	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Instructions Certificate Application Fees				
Value Exceeding \$5,000		\$79.00		\$79.00
Value from \$5,001 to < \$250,000		\$40 + 0.43% of building cost.		\$40 + 0.43% of building cost.
Value more than \$250,000		\$490 + 0.12% of building cost.		\$490 + 0.12% of building cost.
Item Description	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Instatement Fees				

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
road Opening (roads or footpaths)	service - unsealed	\$500.00		\$500.00
	service - sealed	\$750.00		\$750.00
restoration of Road or Footpath	Minimum Charge/m	\$60.00		\$60.00
	Bitumen/m	\$90.00		\$90.00
	Concrete/m	\$130.00		\$130.00
Example of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Cliffside Caravan Park Tariffs				
Cliffside Caravan Park				
powered Campsite	Daily	\$15.00 \$5.00 per Additional Person	Daily	\$20.00 \$5.00 per Additional Person
powered Site-Double	Daily	\$20.00 \$7.00 per Additional Person	Daily	\$25.00 \$7.00 per Additional Person
powered Sites (Sleeps 4)	Daily	\$35.00	Daily	\$35.00
powered Sites - Power Only	Per 5 Mins	\$1.00	Per 5 Mins	\$1.00
Cliffside Caravan Park (Wilcannia)				
powered Campsite	Daily	\$15.00	Daily	\$15.00
powered Site	Daily	\$25.00	Daily	\$25.00
powered Sites - Power Only		\$5.00		\$5.00
Example of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Cliffside/Menindee/Wilcannia Waste Depot Fees				
Waste				
Council has determined to discontinue to charge gate fees for its 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.				
Waste Truck/Bin/Trailer		\$50 up to 1m ³ + \$10 per m ³ over		\$50 up to 1m ³ + \$10 per m ³ over

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
mping of car bodies	Per Body	\$20.00		\$20.00
ptic Tank Contents	Per Septic Tank	\$40.00		\$40.00
bestos (plastic wrapped and labelled) Part thereof Asbestos	Per m ³ Prior Council Consent	\$350.00		\$350.00
imal Carcass	Per Carcass	\$20.00		\$20.00
le of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
res				
motorbike / Car Tyre	Per Tyre	\$10.00	Per Tyre	\$10.00
ick / Tractor Tyre	Per Tyre	\$20.00	Per Tyre	\$20.00
Winhoe Multi Service Outlet - Menindee Rural Transaction Centre - Wilcannia Local Post Office				
rinting/Scanning				
rinting	Per Page	\$0.30		\$0.30
rinting-Black and white text	Per Page	\$0.40		\$0.40
	With Own Paper	\$0.15		\$0.15
ck and white text + graphics being less than 1/4 of page	Per Page	\$1.00		\$1.00
other black and white graphics	Per Page	\$2.00		\$2.00
coloured graphics (pictures)	1/2 Page	\$2.00		\$2.00
coloured graphics (pictures)	Per Page	\$4.60		\$4.60
coloured text and graphics with graphics being less than 1/4 of page	Per Page	\$1.60		\$1.60
otographic printing A4		\$4.60		\$4.60
le of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
Photocopying/FAX Services				
otocopying Black and White-A4 (Unassisted)	Per Page	\$0.40		\$0.40
otocopying Colour-A4 (Wilcannia Only)	Per Page	\$4.80		\$4.80
otocopying Black and White-A3 (Unassisted)	Per Page	\$0.40		\$0.40
X Transmission	Per Page	\$2.00		\$2.00
ceive	Per Page	\$0.40		\$0.40
Facsimile Services				

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
minating A4		\$2.00		\$2.00
		\$4.00		\$4.00
iding-Per A4 Book Binding	Up to 100 Sheets	\$2.60		\$2.60
	100-250 Sheets	\$3.60		\$3.60
	250-500 Sheets	\$4.60		\$4.60
retarial Assistance	Per Hour	\$40.00		\$40.00
	Per Day (8Hrs)	\$80.00		\$80.00
le of Fee Charge	Unit/Note	2019/20 Charge Inc. GST	Unit/Note	2020/21 Charge Inc. GST
enindee Rural Transaction Centre – Ivanhoe Multi Service Outlet				
ENUE HIRE Meeting/Function room				
om Only	Per Hour	\$20.00		\$20.00
	Per Day (8Hrs)	\$150.00		\$150.00
	Per Week (5 Days)	\$500.00		\$500.00
mputer/Internet in room	/hour + \$14.00 Setup	\$6.00		\$6.00
ta Projector	Per Day	\$30.00		\$30.00
System	Per Day	\$25.00		\$25.00
<i>tering Contacts Available</i>				

ant Hire Rates

cludes Operator and GST)

nt Item	Rate Per Hour	Rate Per Day or km
skhoe/Loader	\$160.00	
ider	\$160.00	
avator	\$120.00	

	Unit/ Note	2021/22 Charge Inc. GST	Unit/Note	2022/23 Charge Inc. GST
klift	\$80.00			
vnmowers – Ride On	\$60.00			
obile Toilets		\$60.00 / Day		
d Steer Loaders	\$120.00			
d Steer Attachment	\$10.00			
ctor 4WD	\$120.00			
ctor Attachment	\$10.00			
icks – Light	\$80.00	\$0.85 / km		
icks – Medium Rigid	\$120.00	\$0.85 / KM		
ilers – Standard		\$60.00 / Day		
·Trailer		\$100.00 / Day		

Central Darling Shire

DRAFT LONG TERM FINANCIAL PLAN 2023-2032





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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

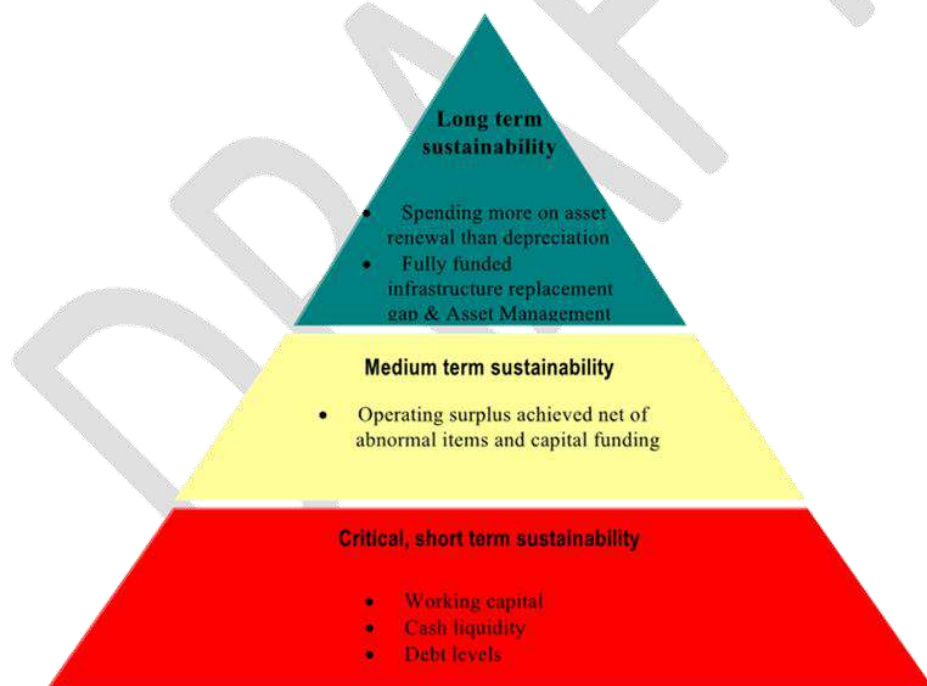
Financial Modelling

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.

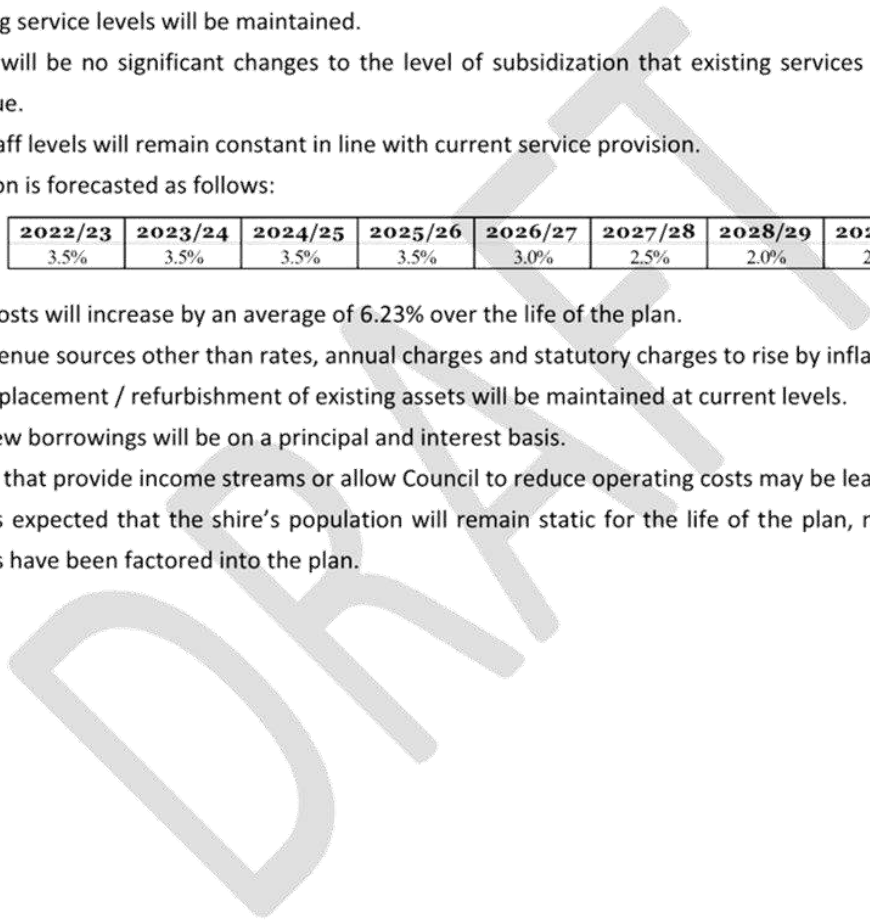
Key Assumptions of the 10 Year Financial Model

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	2031/3
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 its 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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LONG TERM FINANCIAL PLAN



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
<i>Capital Works Program</i>	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										
<i>Capital Works Program</i>	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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.

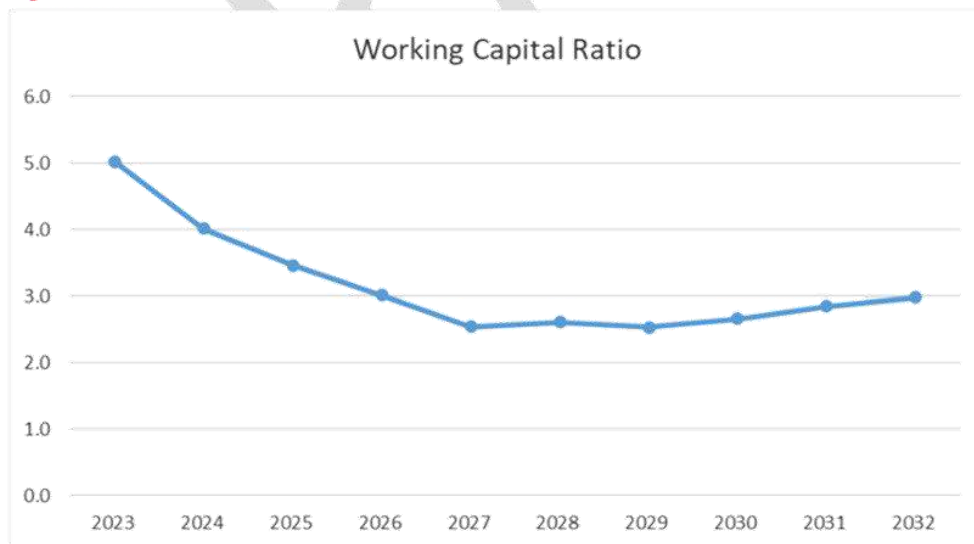
COVID-19

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:

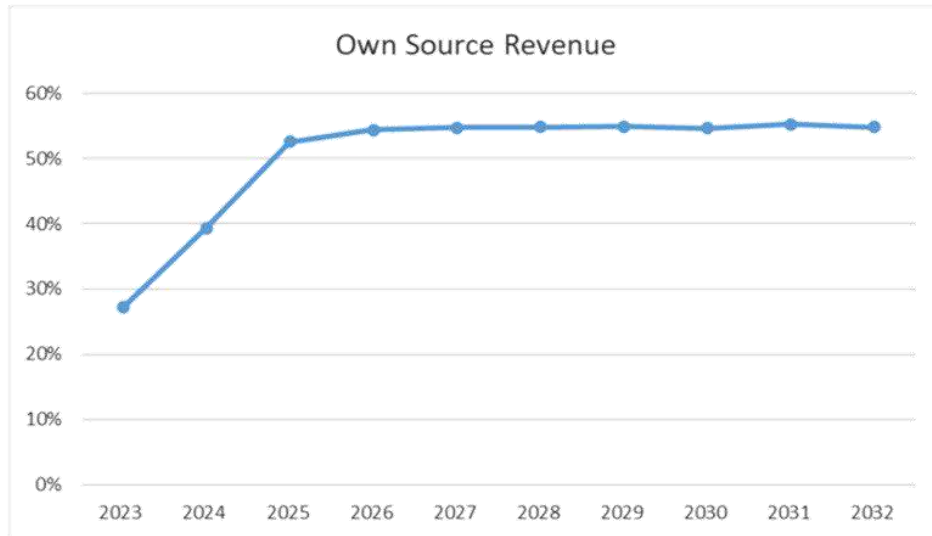
Working Capital Ratio



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.

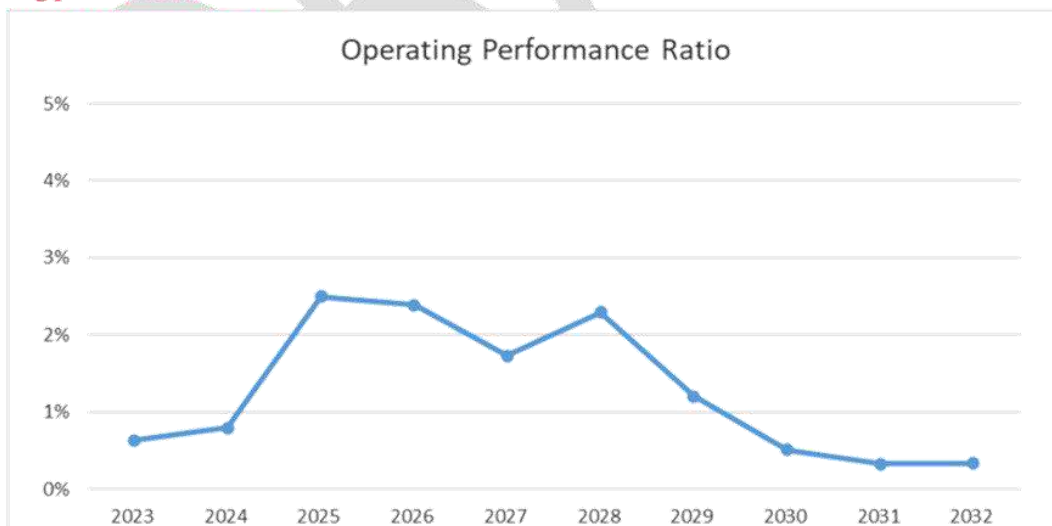


Own Source Revenue Ratio



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.

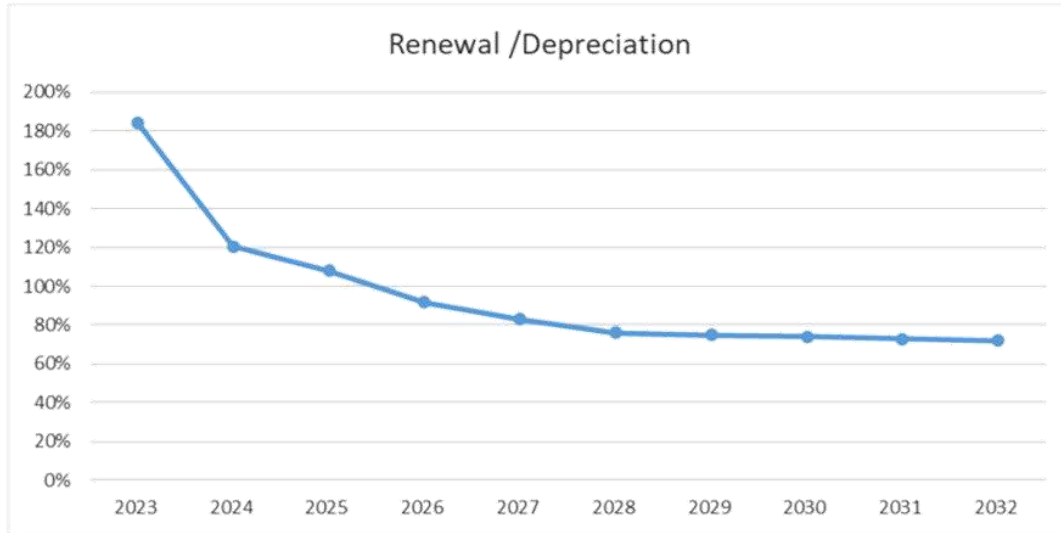
Operating performance Ratio



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.



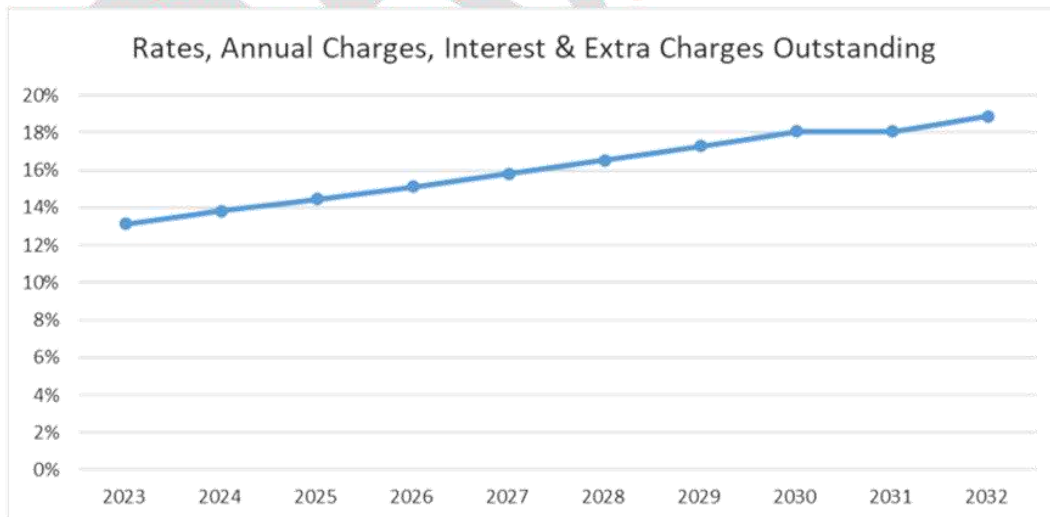
Renewal/Depreciation Ratio



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

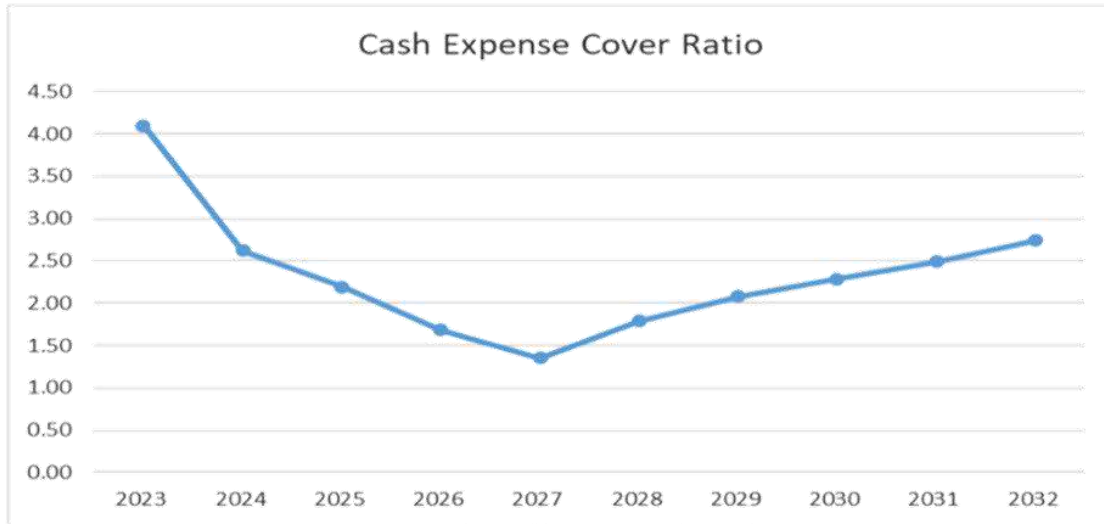


The rates and annual charges outstanding percentage is a measure of the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The benchmark for this ratio is <5%. The ratio indicates Council's ongoing issues with debt recovery due to a number of economic factors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