

Grant Title	Column1	Total Approved Grant Funds	Grants Received 2019	Grants Received 2020	Grants Received 2021	Grants Received 2022	Grant Funding Received Prior to Current Financial Year	Grant Funding Received YTD 2023	Total Grant Funding Received	Grant Funding to be Received	Expended 18-19	Expended 19-20	Expended 20-21	Expended 21-22	Total Expended Prior to Current Financial Year	Expended 22-23	Total Expended	Total Unexpended Balance	Grant Completion Date	Oncost Applicable	GST		
Stronger Country Communities Fund Rounding 2	CAPITAL	\$ 1,395,084.00	\$ 460,377.00		\$ 460,377.00		\$ 920,754.00	\$ 920,754.00	\$ 920,754.00	-\$ 446,424.00	\$ 235,325.39	\$ 341,100.29	\$ 759,771.64	\$ 28,008.69	\$ 1,364,206.01	\$ 30,336.59	\$ 1,394,542.60	\$ 30,877.99	30/06/2021	N	N		
Stronger Country Communities Fund Rounding 3	CAPITAL	\$ 760,340.00			\$ 304,136.00		\$ 304,136.00	\$ 304,136.00	\$ 304,136.00	\$ 456,204.00			\$ 154,605.40	\$ 370,242.74	\$ 524,848.14	\$ 230,030.33	\$ 754,878.47	\$ 235,491.86	30/06/2022	N	N		
Baaka Cultural Centre	CAPITAL	\$ 3,500,000.00					\$ -	\$ -	\$ -	\$ 3,500,000.00					\$ -	\$ -	\$ -	\$ 3,500,000.00		30/06/2024	N	N	
Upgrade of Pooncarrie Road	CAPITAL	\$ 37,500,000.00		\$ 500,000.00	\$ 8,000,000.00	\$ 8,500,000.00	\$ 17,000,000.00	\$ 25,000,000.00	\$ 25,000,000.00	\$ 12,500,000.00		\$ 874,516.78	\$ 2,914,047.78	\$ 17,444,711.93	\$ 21,233,276.49	\$ 7,673,293.08	\$ 28,906,569.57	\$ 16,266,723.51			Y	N	
Local Roads and Community Infrastructure Program	CAPITAL	\$ 3,721,674.00			\$ 856,098.82	\$ 358,110.00	\$ 1,214,208.82	\$ 1,214,208.82	\$ 1,214,208.82	\$ 2,507,465.18			\$ 593,090.38	\$ 409,563.02	\$ 1,002,653.40	\$ 328,178.13	\$ 1,330,831.53	\$ 2,719,020.60		30/06/2022	N	N	
DSP Council Capacity and Capability Building	CAPITAL	\$ 150,000.00		\$ 37,500.00			\$ 37,500.00	\$ 37,500.00	\$ 37,500.00	\$ 112,500.00			\$ 167,385.43	\$ 30,680.78	\$ 198,066.21	\$ 6,716.15	\$ 204,782.36	-\$ 48,066.21		30/06/2022	N	N	
DSP Infrastructure / Employment Generation / Community Projects	CAPITAL	\$ 1,430,000.00		\$ 557,500.00			\$ 557,500.00	\$ 557,500.00	\$ 557,500.00	\$ 872,500.00			\$ 753,915.02	\$ 217,598.50	\$ 971,513.52	\$ 12,155.67	\$ 983,669.19	\$ 458,486.48		30/06/2022	N	N	
FWJO Toilet Facility Upgrades	CAPITAL	\$ 230,000.00		\$ 10,000.00	\$ 220,000.00		\$ 230,000.00	\$ 230,000.00	\$ 230,000.00	\$ -		\$ 7,626.36	\$ 85,857.01	\$ 162,157.63	\$ 255,641.00	\$ -	\$ 255,641.00	-\$ 25,641.00		30/06/2023	N	N	
FWJO Tourism Infrastructure Enhancement	CAPITAL	\$ 550,000.00		\$ 50,000.00	\$ 350,000.00		\$ 400,000.00	\$ 550,000.00	\$ 550,000.00	\$ -		\$ 85,857.01	\$ 147,676.11	\$ 233,533.12	\$ 111,827.67	\$ 345,360.79	\$ 316,466.88			30/06/2023	N	N	
FWJO Tourism Technology	CAPITAL	\$ 220,000.00			\$ 145,000.00		\$ 145,000.00	\$ 220,000.00	\$ 220,000.00	\$ -			\$ 12,345.59	\$ 10,315.29	\$ 22,660.88	\$ -	\$ 22,660.88	\$ 197,339.12		30/06/2023	N	N	
MOBEDP Victory Caravan Park Amenity Block Upgrade	CAPITAL	\$ 489,665.00				\$ 440,700.00	\$ 440,700.00	\$ 440,700.00	\$ 440,700.00	\$ 48,965.00				\$ 15,981.00	\$ 15,981.00	\$ 32,823.25	\$ 48,804.25	\$ 473,684.00		30/04/2022	N	N	
Crown Reserve Improvement Fund - Tilpa Community Hall	CAPITAL	\$ 103,714.00				\$ 103,714.00	\$ 103,714.00	\$ 103,714.00	\$ 103,714.00	\$ -				\$ -	\$ 43,685.00	\$ 43,685.00	\$ 103,714.00			30/04/2022	N	N	
Crown Reserve Improvement Fund - Victory Park Electrical Upgrades	CAPITAL	\$ 130,000.00				\$ 130,000.00	\$ 130,000.00	\$ 130,000.00	\$ 130,000.00	\$ -				\$ -	\$ -	\$ -	\$ 130,000.00			30/04/2022	N	N	
Stronger Country Communities Fund Round 4																							
Central Darling Pump Tracks Project	CAPITAL	\$ 752,409.00					\$ -	\$ -	\$ -	\$ 752,409.00					\$ -	\$ 212,400.00	\$ 212,400.00	\$ 752,409.00		02/09/2022	N	N	
Cultural Tourism Accelerator	CAPITAL	\$ 10,000.00					\$ -	\$ -	\$ -	\$ 10,000.00					\$ -	\$ -	\$ -	\$ 10,000.00			N	N	
Active Transport Plan	CAPITAL	\$ 85,600.00					\$ -	\$ -	\$ -	\$ 85,600.00					\$ -	\$ 45,100.00	\$ 45,100.00	\$ 85,600.00			N	N	
Remote Airstrip Upgrade Program Rd 9	CAPITAL	\$ 72,750.00					\$ -	\$ 31,650.00	\$ 31,650.00	\$ 41,100.00					\$ -	\$ 8,426.27	\$ 8,426.27	\$ 72,750.00			N	N	
Disaster Risk Reduction Fund (NSW)	CAPITAL	\$ 100,000.00					\$ -	\$ 44,000.00	\$ 44,000.00	\$ 56,000.00					\$ -	\$ -	\$ -	\$ 100,000.00		31/03/2024	N	N	
Wilcannia Trail Design	CAPITAL	\$ 314,420.00					\$ -	\$ -	\$ -	\$ 314,420.00					\$ -	\$ -	\$ -	\$ 314,420.00					
Stronger Country Communities Fund Rounding 5	CAPITAL	\$ 831,508.00					\$ -	\$ 665,206.40	\$ 665,206.40	\$ 831,508.00					\$ -	\$ -	\$ -	\$ 831,508.00			n	n	
Management Plan for Crown Land	OPERATING	\$ 100,000.00					\$ -	\$ -	\$ -	\$ 100,000.00	\$ 21,824.26	\$ 78,440.77	\$ 5,301.00	\$ -	\$ 105,566.03	\$ -	\$ 105,566.03	-\$ 5,566.03		30/06/2021	N	N	
Baaka Curatorial Co-ordination Project	OPERATING	\$ 15,000.00					\$ -	\$ -	\$ -	\$ 15,000.00					\$ -	\$ -	\$ -	\$ 15,000.00	N/A		N	N	
DSP Council Strategic Planning	OPERATING	\$ 220,000.00		\$ 55,000.00			\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ 165,000.00			\$ 12,723.58	\$ 47,306.64	\$ 60,030.22	\$ 60,030.22	\$ 159,969.78			30/06/2022	N	N	
Menindee Rural Drought Emergency Funding Water Carting	OPERATING	\$ 80,000.00		\$ 80,000.00			\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ -		\$ 36,355.00	\$ 22,275.00	\$ -	\$ 58,630.00	\$ -	\$ 58,630.00	\$ 21,370.00		30/06/2021	N	N	
Financial Assistant Grant Entitlement 2022/2023 - Local Roads	OPERATING	\$ 1,710,939.00					\$ -	\$ 254,680.00	\$ 254,680.00	\$ 254,680.00	\$ 1,456,259.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,710,939.00		30/06/2022	N	N	
Financial Assistant Grant Entitlement 2022/2023 - Non Roads	OPERATING	\$ 4,689,329.00					\$ -	\$ 698,964.00	\$ 698,964.00	\$ 698,964.00	\$ 3,990,365.00				\$ -	\$ -	\$ -	\$ 4,689,329.00		30/06/2022	N	N	
BAAKA Curation/CoOrdination Project	OPERATING	\$ 90,000.00					\$ -	\$ -	\$ -	\$ 90,000.00					\$ -	\$ -	\$ -	\$ 90,000.00	N/A		N	N	
Baaka Corporation Establishment - Legal Cost	OPERATING	\$ 25,000.00			\$ 10,043.65		\$ 10,043.65	\$ 10,043.65	\$ 10,043.65	\$ 14,956.35			\$ 10,043.65	\$ 1,211.00	\$ 11,254.65	\$ 11,254.65	\$ 13,745.35	N/A			N	N	
Preparing Australia Program - Darling River																							
Flood Mapping	OPERATING	\$ 100,000.00			\$ 90,000.00		\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 10,000.00			\$ 170.55	\$ 170.55	\$ -	\$ -	\$ 170.55	\$ 99,829.45		31/03/2024	N	N	
Wilcannia Town Clean Up	OPERATING	\$ 330,000.00					\$ -	\$ -	\$ -	\$ 330,000.00					\$ -	\$ 217.66	\$ 4,618.47	\$ 330,000.00		30/06/2023	N	N	
Holiday Break Program - White Cliffs Gymkhana	OPERATING	\$ 10,000.00				\$ 10,000.00		\$ 10,000.00	\$ 10,000.00	\$ -			\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ -					
Holiday Break Program	OPERATING	\$ 14,750.00					\$ -	\$ -	\$ -	\$ 14,750.00					\$ -	\$ -	\$ -	\$ 14,750.00					
Office of Sport - Active Fest Events	OPERATING	\$ 27,040.00				\$ 27,040.00		\$ 27,040.00	\$ 27,040.00	\$ -					\$ -	\$ -	\$ -	\$ 27,040.00		30/06/2022	N	y	
NSW Planning Portal API	OPERATING	\$ 80,000.00				\$ 80,000.00		\$ 80,000.00	\$ 80,000.00	\$ -					\$ -	\$ -	\$ -	\$ 80,000.00		30/06/2023	N	N	
Community Events Program (NSW)	OPERATING	\$ 119,826.00					\$ -	\$ -	\$ -	\$ 119,826.00					\$ -	\$ 46,650.00	\$ 46,650.00	\$ 119,826.00			N	N	
Wilcannia Visitor Accommodation Business Case	OPERATING	\$ 156,356.00					\$ -	\$ -	\$ -	\$ 156,356.00					\$ -	\$ -	\$ -	\$ 156,356.00					
Mosquito Program	OPERATING	\$ 16,000.00					\$ -	\$ -	\$ -	\$ 16,000.00					\$ -	\$ -	\$ -	\$ 16,000.00					
		\$ 60,131,404.00	\$ 460,377.00	\$ 1,290,000.00	\$ 10,345,655.47	\$ 9,659,564.00	\$ 21,755,596.47	\$ 9,999,500.40	\$ 31,755,096.87	\$ 31,755,096.87	\$ 28,120,759.53	\$ 257,149.65	\$ 1,338,039.20	\$ 5,577,218.49	\$ 18,895,623.88	\$ 26,068,031.22	\$ 8,781,839.80	\$ 34,854,271.83	\$ 34,063,372.78				

Central Darling Shire Council - Monthly Report – January 2023

Introduction

This monthly report is prepared for the Central Darling Shire Council (CDSC) under the current 2022-23 Service Agreement. The report captures work completed in January 2023 and sets out a proposed detailed work schedule for the month of February 2023. The report will also look forward to potential activities to be undertaken into early 2023.

January 2023 Update

- Finalised and submitted the following applications:
 - Walking and Cycling Program (NSW):
 - Wilcannia Footpath Upgrade (\$393,701 ex GST)
 - Ivanhoe Footpath Upgrade (\$324,423 ex GST)
 - Menindee Footpath Upgrade (\$403,977 ex GST)
- Notified that the following grant application was successful:
 - Active Fest Program (NSW) (\$14,750 ex GST)
- Notified that the following grant applications were unsuccessful:
 - N/A
- Drafting the following applications:
 - NSW EV Fast Charging Site Host (Expression of Interest) for Menindee, Ivanhoe and White Cliffs.
 - Local Government Recovery Grants (NSW) (\$1,000,000 ex GST) – multiple projects across Shire.
- CDSC grant program contract management support, reporting and acquittal of all CDSC grant funding, including the following updates:
 - SCCF Rd4 and Rd5 Funding Agreements signed.
 - SCCF Rd 2 waiting on Department's approval of variation to ensure underspend is utilised. Once approved final payments for SCCF Rd 2 will be made and the grant finalised.
 - BBRF Rd 4 project (Ivanhoe MSO) finalised and final payment of \$45,000 (ex GST) received.
 - Implementation Plan for the Sunset Strip Stormwater Mitigation project completed.
 - Continued to work on acquittals for LSP-039 and LSP-040 (DSP Tranche 2) – each milestone two report is with the Department of Regional NSW for approval and payment.
 - LSP-041 – milestone 2 report being finalised.
- Provided general grant and project management advice, including:
 - Met with CDSC, Broken Hill City Council and Far West RDA to discuss consortium approach to Regional Drought Resilience Planning Program (NSW).

Proposed February 2023 Work Schedule

- Preparing and finalising applications for the following projects:
 - NSW EV Fast Charging Site Host (Expression of Interest).
 - Local Government Recovery Grants (NSW)
- Regional Drought Resilience Planning Program Application – progress development of a joint application as lead for consortium of CDSC, Broken Hill City Council and Far West Unincorporated area.
- Continue CDSC grant programs support including tracking, reporting and acquittal of CDSC grant funding.
- Continue to explore and research grant funding opportunities to meet Council priorities.

Proposed Schedule for early 2023

- Continue to work on and submit new grant applications due February 2022 to April 2023, including matching CDSC project priorities with grant opportunities as they become available with a focus on funding for:
 - Streetscapes
 - Review of the EMPlan.
 - Roads and Airstrips
 - Disability Access to public buildings (e.g., Post Offices and public amenities)
 - Cemeteries / Heritage Trail App (application submitted)
 - Menindee Street Art
 - Solar Panels for Council buildings
 - Ivanhoe Swimming Pool heating
 - Ivanhoe Community Golf Club
 - Sound Dome Beautification – White Cliffs
 - Landfill improvements (Litter fencing, CCTV, operational)
- Support and advice for:
 - Baaka Culture Centre development (as required)
- Continued grants administration advice and support (including reporting and acquittals).

Summary of days worked:

Total Days under Service Agreement (to end June 2023)	Rolling Total Days Used	January 2023	Days Remaining at 31 January 2023
84	42	5	37

Please contact me if there are anything you would like to discuss regarding the above report.

Prepared by:



Andrew Morris

Director

2 February 2023

Email: andrew@morrisspiper.com

Mobile: 0427 015 580

Central Darling Shire Council - Monthly Report – December 2022

Introduction

This monthly report is prepared for the Central Darling Shire Council (CDSC) under the current 2022-23 Service Agreement. The report captures work completed in December 2022 and sets out a proposed detailed work schedule for the month of January 2023. The report will also look forward to potential activities to be undertaken into early 2023.

December 2022 Update

- Finalised and submitted the following applications:
 - Infrastructure Better Fund (NSW) - Betterment of Paroo River Crossing Floodways (\$2,360,237 ex GST).
- Notified that the following grant applications were successful:
 - Stronger Country Communities Fund Round 5 (NSW) - CDSC Application – Four projects (\$831,508 ex GST).
 - Business Case & Strategic Development Fund (NSW) - Wilcannia Visitor Accommodation (\$156,356 ex GST).
 - Local Government Heritage Application 2023-25 (NSW) - Heritage advice and small grant program (\$25,000 ex GST).
- Notified that the following grant applications were unsuccessful:
 - Floodplain Management Grant (NSW) - Central Darling Shire Risk Management Study and Plan (\$128,571 ex GST). Note reason given was “*As Council has been successful in receiving funding through Commonwealth funded Preparing Australian Communities Program – Local stream for a flood study, the State Flood Mitigation Assessment Panel were of the view Council should reapply once the flood study has progressed sufficiently towards completion.*” This was despite being encouraged to apply by the Department who were aware of the PAP program funding.
 - Verbally notified that the three community SCCF RD 5 applications were unsuccessful (yet to be officially confirmed):
 - White Cliffs Sporting Club Inc – White Cliffs Community Hub (\$100,000 ex GST).
 - Sunset Strip Progress Association Inc – Sunset Strip Playground Upgrade (\$100,000 ex GST).
 - Ivanhoe Community Golf Club Inc – Ivanhoe Community Golf Course Revitalisation (\$187,277 ex GST).
 - Crown Reserves Improvement Fund 2022-23 (NSW)
 - Menindee Commons Improvements (\$45,430 ex GST).
 - Wilcannia Cemetery Upgrades (\$57,695 ex GST).
 - Menindee Cemetery Upgrades (\$39,875 ex GST).
 - Ivanhoe Cemetery Upgrades (\$71,060 ex GST).
 - White Cliffs Cemetery Upgrades (\$57,035 ex GST).
- Drafting the following applications:
 - Walking and Cycling Program (NSW):
 - Wilcannia Footpath Upgrade (\$393,701 ex GST)
 - Ivanhoe Footpath Upgrade (\$324,423 ex GST)
 - Menindee Footpath Upgrade (\$403,977 ex GST)

- CDSC grant programs support including tracking, contract management, reporting and acquittal of all CDSC grant funding, with the following grants acquitted:
 - Supported acquittal work for SCCF Rd 2 (ongoing), working on allocating underspend to additional project via variation.
 - SCCF3-0448 variation submitted to extend timeframes to allow for the Tilpa Playground project to be completed (delayed due to flooding).
 - SCCF Rd 4 – Landowner consent forms from Crown Lands have been approved and all information has been submitted to Regional Development NSW – awaiting the Department’s return of the amended funding deed for signing.
 - Continued to work on acquittals for LSP-039 and LSP-040 (DSP Tranche 2) and responding to a request from additional information from the Department of Regional NSW
- Provided general grant and project management advice.

Proposed January 2023 Work Schedule

- Preparing and finalising applications for the following projects:
 - Walking and Cycling Program (NSW) (to be submitted by 6 January 2023).
- Regional Drought Resilience Planning Program Application – support development of a joint application as lead for consortium of CDSC, Broken Hill City Council and Far West Unincorporated area.
- Continue CDSC grant programs support including tracking, reporting and acquittal of CDSC grant funding.
- Continue to explore and research grant funding opportunities to meet Council priorities.

Proposed Schedule for early 2023


- Continue to work on and submit new grant applications due January 2022 to March 2023, including matching CDSC project priorities with grant opportunities as they become available with a focus on funding for:
 - Streetscapes
 - Review of the EMPlan.
 - Roads and Airstrips
 - Disability Access to public buildings (e.g., Post Offices and public amenities)
 - Cemeteries / Heritage Trail App (application submitted)
 - Menindee Street Art
 - Solar Panels for Council buildings
 - Ivanhoe Swimming Pool heating
 - Ivanhoe Community Golf Club
 - Sound Dome Beautification – White Cliffs
 - Landfill improvements (Litter fencing, CCTV, operational)
- Support and advice for:
 - Baaka Culture Centre development (as required)
- Continued grants administration advice and support (including reporting and acquittals).

Summary of days worked

Total Days under Service Agreement (to end June 2023)	Rolling Total Days Used	December 2022	Days Remaining at 31 December 2022
84	36.5	5.5	42

Please contact me if there are anything you would like to discuss regarding the above report.

Prepared by:



Andrew Morris

Director

4 January 2023

Email: andrew@morrisspiper.com

Mobile: 0427 015 580

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 December 2022

It is my opinion that the Quarterly Budget Review Statement for Central Darling Shire Council for the quarter ended 31/12/22 indicates that Council's projected financial position at 30/6/23 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  _____

date: 10/02/23

Kevin Smith
Acting Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2022

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2022/23	Approved Changes					Revised Budget 2022/23	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Income											
Rates and Annual Charges	2,483						2,483			2,483	2,477
User Charges and Fees	9,716			828			10,544	-		10,544	3,635
Interest and Investment Revenues	54						54			54	32
Other Revenues	405						405			405	231
Grants & Contributions - Operating	8,744						8,744	1,684	1	10,428	5,925
Grants & Contributions - Capital	24,394			72			24,466	(2,475)	2	21,991	9,768
Net gain from disposal of assets	-						-			-	-
Total Income from Continuing Operations	45,796	-	-	900	-	-	46,696	(791)		45,905	22,068
Expenses											
Employee Costs	6,968						6,968			6,968	3,329
Borrowing Costs	39						39			39	7
Materials & Contracts	7,696			811			8,507	1,605	3	10,112	4,685
Depreciation	4,324						4,324			4,324	2,162
Other Expenses	2,257						2,257			2,257	1,448
Total Expenses from Continuing Operations	21,284	-	-	811	-	-	22,095	1,605		23,700	11,631
Net Operating Result from Continuing Operations	24,512	-	-	89	-	-	24,601	(2,396)		22,205	10,437
Net Operating Result from All Operations	24,512	-	-	89	-	-	24,601	(2,396)		22,205	10,437
Net Operating Result before Capital Items	118	-	-	17	-	-	135	79		214	669

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2022

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2022/23	Approved Changes					Revised Budget 2022/23	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Income											
Rates and Annual Charges	2,483						2,483			2,483	2,477
User Charges and Fees	9,716			828			10,544	-		10,544	3,635
Interest and Investment Revenues	54						54			54	32
Other Revenues	405						405			405	231
Grants & Contributions - Operating	8,744						8,744	1,684	1	10,428	5,925
Grants & Contributions - Capital	24,394			72			24,466	(2,475)	2	21,991	9,768
Net gain from disposal of assets	-						-			-	-
Total Income from Continuing Operations	45,796	-	-	900	-	-	46,696	(791)		45,905	22,068
Expenses											
Employee Costs	6,968						6,968			6,968	3,329
Borrowing Costs	39						39			39	7
Materials & Contracts	7,696			811			8,507	1,605	3	10,112	4,685
Depreciation	4,324						4,324			4,324	2,162
Other Expenses	2,257						2,257			2,257	1,448
Total Expenses from Continuing Operations	21,284	-	-	811	-	-	22,095	1,605		23,700	11,631
Net Operating Result from Continuing Operations	24,512	-	-	89	-	-	24,601	(2,396)		22,205	10,437
Net Operating Result from All Operations	24,512	-	-	89	-	-	24,601	(2,396)		22,205	10,437
Net Operating Result before Capital Items	118	-	-	17	-	-	135	79		214	669

Income & Expenses Budget Review Statement

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	<p>Operating Grants</p> <p>Flood damage funding additional to budget due to flood events throughout the shire. - \$1,728,000</p> <p>Additional Aboriginal Water & Sewer funding to be received due to funding increment as per 5 year agreement - \$39,000.</p> <p>Additional Stronger Country Communities Funding Round 5 not included in original budget. Funding received - \$40,000</p> <p>Reduction in Roads to Recovery funding due to reallocation of roads projects to next year - \$123,000</p> <p>Total adjustment to Operating Grants Budget - \$1,684,000 increase</p>
2	<p>Capital Grants</p> <p>Reduction in funding for the White Cliffs Water Treatment Plan due to milestones not being met due to staff resourcing issues - \$2,000,000</p> <p>Reduction in funding for the Wilcannia and Ivanhoe Water Treatment Plan due to milestones not being met due to staff resourcing issues - \$1,100,000</p> <p>Additional Stronger Country Communities Funding Round 5 not included in original budget. Funding received - \$625,000</p> <p>Total adjustment to Capital Grants Budget - \$2,475,000 decrease</p>
3	<p>Materials and Contracts Expense</p> <p>Additional expenditure incurred due to flood damage. Any flood damage is funded by grants on completion of works. - \$1,728,000</p> <p>Reduction in roads expenditure due to reduction in Roads to Recovery funding - \$123,000</p> <p>Total adjustment to Materials & Contracts Budget - \$1,605,000 increase</p>

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2022

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2022/23	Approved Changes					Revised Budget 2022/23	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Capital Expenditure											
New/Upgrade Assets											
- Roads	12,000					12,000			12,000	7,121	
- Water Infrastructure	6,690					6,690	(4,190)	1	2,500	186	
- Outdoor Infrastructure	1,392			72		1,464			1,464	5	
- Plant & Equipment	1,220					1,220			1,220	309	
- Capital Grant Matching Fund	300					300			300	-	
Renewal Assets (Replacement)											
- Roads	4,188					4,188	-		4,188	1,218	
- Outdoor Infrastructure	3,104					3,104			3,104	836	
- Buildings	705					705			705	236	
- Stormwater	75					75			75		
Total Capital Expenditure	29,673	-	-	72	-	-	29,745	(4,190)		25,555	9,911
Capital Funding											
Rates, Reserves & Other Untied Funding	2,911					2,911	(1,715)		1,196	549	
Grants & Contributions	26,762			72		26,834	(2,475)		24,359	9,362	
Total Capital Funding	29,673	-	-	72	-	-	29,745	(4,190)		25,555	9,911
Net Capital Funding - Surplus/(Deficit)	(0)	-	-	-	-	-	(0)	-		(0)	-

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

-
- 1 Water Infrastructure**
Delays in works on water treatment plants due to lack of staffing resources and the availability of contractors.

Total adjustment to Water Infrastructure - \$4,190,000 decrease

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2022

Cash & Investments - Council Consolidated

(\$000's)

Externally Restricted ⁽¹⁾

	Original Budget 2022/23	Approved Changes					Revised Budget 2022/23	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Specific purpose unexpended grants	400						400			400	5,850
Water supplies	718						718			718	194
Sewerage services	1,304						1,304			1,304	1,219
Domestic waste management	552						552			552	578
Total Externally Restricted	2,974	-	-	-	-	-	2,974	-		2,974	7,841

(1) Funds that must be spent for a specific purpose

Internally Restricted ⁽²⁾

Employees Leave Entitlements	1,032					-	1,032			1,032	1,032
Plant and vehicle replacement	8						8			8	8
Waste management Reserve	165						165			165	82
Total Internally Restricted	1,205	-	-	-	-	-	1,205	-		1,205	1,122

(2) Funds that Council has earmarked for a specific purpose

Unrestricted (ie. available after the above Restrictions)	1,419	-	-	-	-	-	1,419	-		1,419	2,640
Total Cash & Investments	5,598						5,598	-		5,598	11,603

Cash & Investments Budget Review Statement**Comment on Cash & Investments Position**

Not Applicable

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 30/09/22

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

\$ 000's

Cash at Bank (as per bank statements)		303
Investments on Hand		11,300
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	-
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	
Reconciled Cash at Bank & Investments		11,603
Balance as per Review Statement:		11,603
Difference:		-

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2022

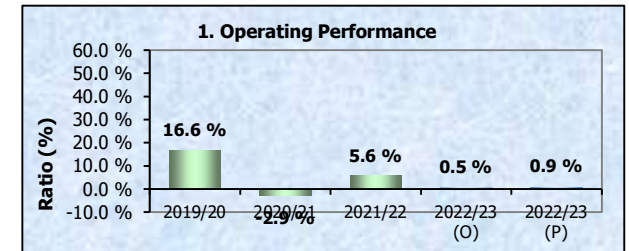
(\$000's)	Current Projection		Original Budget 22/23	Actuals Prior Periods	
	Amounts	Indicator		21/22	20/21
	22/23	22/23			

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	214	0.9 %	0.5 %	5.6 %	-2.9 %
Operating Revenue (excl. Capital Grants & Contributions)	23,914				

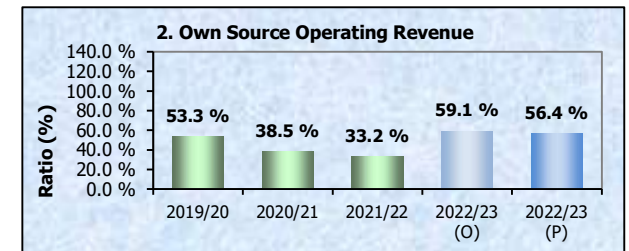
This ratio measures Council's achievement of containing operating expenditure within operating revenue.
Benchmark is >0%



2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	13,486	56.4 %	59.1 %	33.2 %	38.5 %
Total Operating Revenue (incl. Capital Grants & Cont)	23,914				

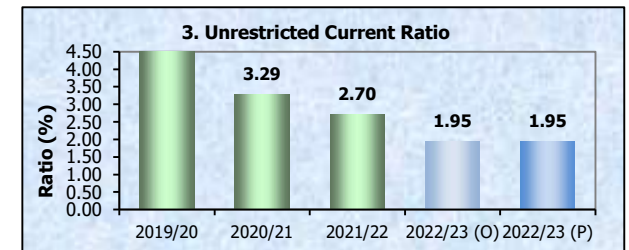
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.
Benchmark is >60.00%



3. Unrestricted Current Ratio

Current Assets less all External Restrictions	8,121	1.95	1.95	2.70	3.29
Current Liabilities less Specific Purpose Liabilities	4,163				

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.
Benchmark >1.50%



Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2022

(\$000's)	Current Projection		Original Budget 22/23	Actuals Prior Periods	
	Amounts	Indicator		21/22	20/21
	22/23	22/23			

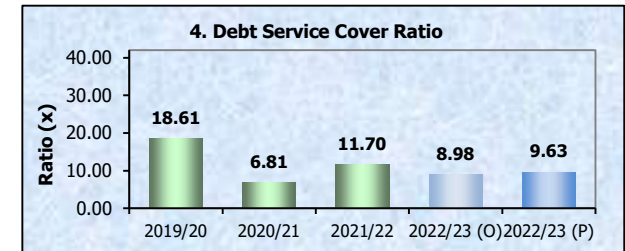
NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	4,577	9.63	8.98	11.70	6.81
Principal Repayments + Borrowing Interest Costs	475				

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark >2.00

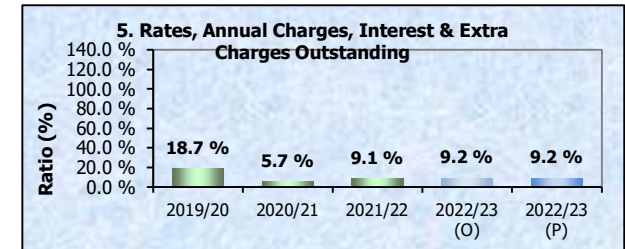


5. Rates, Annual Charges, Interest & Extra Charges Outstanding

Rates, Annual & Extra Charges Outstanding	251	9.2 %	9.2 %	9.1 %	5.7 %
Rates, Annual & Extra Charges Collectible	2,721				

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Benchmark 10.00%

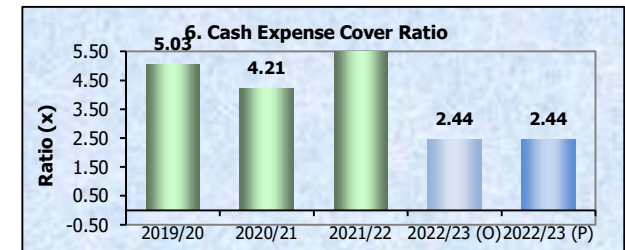


6. Cash Expense Cover Ratio

Current Year's Cash & Cash Equivalents (incl. Term Deposits)	5,598	2.44	2.44	7.46	4.21
Monthly Operating & financing activities Cash Flow payme	2,290				

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Benchmark >3.00 months



Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	150,476	Y
Legal Fees	604	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

N/A



Central Darling Shire Council



Menindee Waste Facility Long Term Plan of Management



Robert Bailey Consulting
Unit 408 12-24 William Street
Port Macquarie, NSW 2444
Phone 0448737383

January 2021

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1.0 Overview

The Menindee Waste Facility is described as lot 71 DP 46640, is located about four kilometres from the township of Menindee off Racecourse Road and serves a population of around 550 residents. The landfill undertakes an “excavation and fill” method for waste disposal and stockpile areas have been established within the site for the recovery of green waste and scrap metal. Asbestos and used tyres are accepted at the facility as are deceased animals. The site occupies around 20 hectares of land and has been in operation for many years.

The site is not supervised, that is, there is no Council presence to oversee the operation of the facility or to collect fees nor is the site controlled, that is, gates are not shut to limit access to defined times. Previous Council endeavours to supervise and control the site have been discontinued primarily because of resourcing constraints. More regular attendances at the site by Council staff with suitable plant to push up waste and separate contamination from stockpiles of recoverable materials should form part of the future management protocols for the waste facility

A recent Waste Less, Recycle More grant has seen the vast accumulations of above ground waste concrete and contaminated green waste and contaminated scrap metal re-shaped, covered with ENM and compacted to effectively rehabilitate that portion of the site in the delivery of “part closure” works as supported by the grant funding. The application of shredded/crushed green waste across the rehabilitated surfaces is yet to be completed.

Waste is currently being placed in a large excavated void and should have a significant residual life depending on what materials are directed for disposal and the compaction achieved. Green waste and scrap metal are being stockpiled, though there is the option for the green waste to be landfilled in the future if there is no plausible plan for its re-use. A rubber tyre front end loader (FEL) is used to push up and to cover the waste but has limited scope to achieve any compaction of the material. The ongoing use of the FEL will be a compromise between the purchase of a more suitable item of plant (eg traxcavator) and the accelerated consumption void space and cover material. Appendix 4 of this Plan provides guidance on the waste placement technique where a FEL is used that should improve performance if adopted.

Windblown litter is not being well managed and improvements should be pursued. Mobile litter fences may be procured and placed near to the tipping platform to collect windblown litter but also to restrict the area where waste can be deposited. .

The current excavation does have about 38 years of residual life as demonstrated in the Amaral concept designs that appear as Appendix 1 of this Plan. This assessment is based on winning cover from the buttresses of the perimeter berm and to re-grade the floor of the excavation to expand the void and to adopt improved waste placement and covering techniques. Currently, excessive quantities of cover material are being consumed unnecessarily. There is also the potential to extend the current excavation beyond the site boundaries with the consent of the Crown.

The landfill does not have a leachate management system and therefore relies on good practices to minimise the production of leachate. Such practices include keeping the active tipping area to minimum size, diverting surface water away from the tipping face, maintaining gradients on the capped and covered areas to shed water and applying cover regularly. These measures should form part of Council's standard operating procedures in the future management of the facility.

Scrap metal is separated and placed in a stockpile to be taken off site by a collection contractor. Recovered materials should be removed or processed routinely so that the stockpile is maintained at a manageable size. Given the site is not supervised, controlling contamination of the metals stockpile is difficult, however endeavours should be undertaken to regularly remove the gross contamination. Fluctuations in the market value of scrap steel have an effect on the frequency of the removal of this material from site.

Changes to current practices have been identified and together with the Amaral concept design filling plans and final landform designs, provide the guidance for the long term management of the waste facility.

2.0 Background

Central Darling Shire Council has determined to undertake a review of the operations of its waste facilities in order to identify how the residual life of the landfill can be maximised, how improvements to current practices could be introduced, where efficiencies may be gained and risks mitigated. Council's aim is to achieve sustainable management of the waste facility that is commensurate with available resources.

Council has prepared a scope of works and engaged Robert Bailey Consulting and Robert Amaral Geotechnical (Landfill) Engineer to prepare a long term plan of management for the Menindee Waste Facility that will provide a final landform design, filling/staging plans and procedures to improve operational performance and to mitigate risks.

3.0 Purpose

The purpose of this Long Term Plan of Management (LTPoM) is to provide a process with the highest probability of achieving the defined project aims. The LTPoM would address long term planning and the future design of the Menindee Waste Facility in considering the final landform, activity area interrelationships, existing and future infrastructure, plant utilisation, complying with the EPA Environment Guidelines: Solid Waste Landfills (2nd edition 2016), valuing responsible environmental performance, improving existing landfill management practices and recognising resource recovery opportunities.

The primary aims of the project are:

- To put measures in place that will maximise the residual life of the landfill
- To identify improvements to existing practices that will translate into cost efficiencies and provide for the realisation of these opportunities.
- To develop plans for the coordinated development of the facility over the longer term.
- To engage practices that will ensure responsible environmental performance is achieved
- To comply with the requirements of the EPA Environment Guidelines: Solid Waste Landfills (2nd edition 2016) together with other relevant legislation, regulations and codes where applicable
- To address risk
- To contribute to the development of an overarching strategic plan for Council's waste facilities including the preparation of a financial model that will predict future incomes and expenditures and will provide for the managed development of the facility over the longer term.

4.0 Operations

- 4.1 **Current operations for the general waste active tipping area** – general waste, including self haul and kerbside collected waste, is deposited at the top of the tipping face as well as at the bottom of the tipping face. There is no site supervision, therefore signage is the main means of directing traffic to the disposal area. The waste material is pushed up using a front end loader (FEL). The tipping platform is located above the excavated void and waste material is progressively pushed into the void, where the tipping face is about 4 metres deep. Some waste material is being deposited at the toe of the tipping face. Windblown litter is an issue largely as a consequence of this procedure and that the waste is only pushed up and covered every few days. The waste is not compacted and an excessive quantity of cover material is consumed when covering the waste, perhaps as much as 70% cover to 30% waste. This is not an efficient method of waste management and disposal. A lot of potential cover material is being sterilised given the thickness of the perimeter berms and a proportion of the internal wall of the berm should be recovered prior to waste placement
- 4.2 **Proposed improvements to the operation of the general waste tipping area** – Geotechnical engineer Robert Amaral (Amaral) has prepared concept designs for the future operation of the current general waste disposal area that includes sequencing and concept designs for staging and final landform. The first step will be to win cover material from the inside face of the perimeter berm and stockpiling this material for future use. (see Appendix 2, figures 2 and 3). Additional cover material can be won by re-grading the floor of the excavation and by removing the current stockpile of green waste and excavating this area to link with the current void.. Landfilling will adopt a top down approach where a tipping platform is established with a tipping face

having a vertical height of 2 – 2.5 metres.. Waste will be pushed onto the tipping face and covered progressively (see Appendix 4) . Waste will continue to be deposited in this manner for four passes until the designed landform shape of stage 1 has been achieved. Subsequent stages will be undertaken in accordance with the Amaral concept designs..

- 4.3 **Existing landfill plant - a front end loader (FEL)**
- 4.4 **Proposed improvement to landfill plant utilisation**– Appendix 4 provides guidance on the placement and partial compaction of the deposited waste using the FEL and keeping the depth of waste to a maximum of 2 - 2.5 metres. The ongoing use of the FEL will be a compromise between avoiding the purchase cost of a more suitable item of plant (eg traxcavator) and the accelerated consumption of void space and cover material
- 4.5 **Current site control and supervision** – the site is not supervised, that is, there is no Council presence to oversee the operation of the facility or to collect fees nor is the site controlled, that is, gates are not shut to limit access to defined times. Previous Council endeavours to supervise and control the site have been discontinued primarily because of resourcing constraints. Improved signage and the use of bollards or mobile litter fences will be required to better manage traffic and to identify where waste is to be deposited.
- 4.6 **Proposed improvement to site control and supervision** – no changes are proposed to site control and supervision, however Council may consider the use of CCTV in the future..
- 4.7 **Current Green Waste Management** – there is a separate area where self haul green waste and wood waste are stockpiled, pushed up and can be shredded as part of a service contract. Contamination is significant where plastics and metals are evident. The stockpile also includes materials such as MDF(medium density fibreboard), treated pine, particle board and laminated timber. Shredding can be expensive and the contaminated product has little re-use value. The better quality material can be used for cover material or placement over disturbed areas to control dust and erosion.
- 4.8 **Proposed improvements to green waste management** – although no change is proposed to the manner in which green waste is stockpiled, the location may shift from time to time as the general waste disposal area changes. The existing stockpile of green waste is heavily contaminated and should be landfilled and the area below this stockpile excavated to provide additional cover material and additional void space. The Amaral concepts provides guidance as to where the existing green waste material should be landfilled (see Appendix 2) For the future management of green waste, as an alternative to shredding and to save costs, when suitable plant is available, that is larger plant with tracks such as dozer or excavator, the stockpiled green waste can be spread, larger items of contamination removed and the green waste broken up using a number of passes of the track machine. The broken up green waste can then be landfilled or placed on top of capped surfaces, depending on the quality of the finished product, to control dust and erosion. Initially, this recovered material should be applied to the recently

capped and partially closed portion of the site. It may also be used as cover as a substitute to ENM.

- 4.9 **Current scrap metal management** – self haul scrap metal is stockpiled and on sold to a service contractor whereby the material is taken off site on a routine basis. The scrap metal stockpile is pushed up from time to time using the Council FEL
- 4.10 **Proposed scrap metal management** – an effort should be made to ensure the scrap metal is contained to one controlled stockpile area and not allowed to spread or multiple stockpile areas develop. Contamination remains an issue and some effort should be made to better manage the contamination. This may require contamination to be removed routinely. A collection contractor should be engaged to remove the accumulated scrap metal on a regular basis
- 4.11 **Current and proposed waste concrete management** – historically waste concrete and other inert materials were placed over previously trenched and filled areas of the site. A recent Waste Less, Recycle More grant has seen the vast accumulations of above ground waste concrete and contaminated green waste and contaminated scrap metal re-shaped, covered with ENM and compacted to effectively rehabilitate that portion of the site in the delivery of a part closure plan. Currently, receivals of waste concrete are being stockpiled near to the existing green waste stockpile area. However, the retained concrete and future loads of waste concrete should be confined to the general waste disposal area. The Amaral “notes” at Appendix 1 provide guidance on how this can be achieved.
- 4.12 **Asbestos disposal and deceased animals management-** the issue confronting Council with difficult wastes such as asbestos is that the waste facility is not controlled nor supervised. Therefore Council relies on those wanting to dispose of asbestos to act responsibly. The information contained on Council’s website states “ *Any wastes containing or potentially containing asbestos are classified as asbestos waste and must be disposed of properly, according to NSW legislation and relevant guidelines. There are significant penalties that apply if legislation isn't adhered to, including illegal dumping of asbestos and placing into kerbside bins. Furthermore, improper handling and disposal of this material can put you, others and the environment at risk*”. There is a download on the website that provides guidance on the correct means of disposing of asbestos. The Waste Regulations require final depth of soil above the asbestos should be 1 metre as prescribed in the Waste Regulations (2014) (see Appendix 5) and cover applied at the end of each day to a depth of 0.5 metres. Council should develop an asbestos policy and require advanced notice of a person’s intention to dispose of asbestos in order that plant can be on site to assist with the correct means of unloading asbestos and to apply the ENM cover in accordance with the Waste Regulations. Equally Council should develop a procedure for the management of deceased animals.
- 4.13 **Used tyres** – a small quantity of used tyres are currently being stockpiled and are accumulating. An alternative measure would be to place used tyres on the

floor of the active tipping area and at the toe of the advancing waste mass as they are received and cover with general waste.

5.0 Landform Concept Design

Final landform design and filling/staging plans have been prepared for the future development of the Menindee waste facility and these appear as –

- Notes to Accompany Design Drawings in Appendix 1,
- Guide to Site Capacity in Appendix 1,
- Concept Designs in Appendix 2 .

This suite of documents provides information on the development of the landfill for future decades and offers guidance for the orderly progression of the landfilling operations. Each sub stage is essentially a building block that in total combination will deliver the final landform. It will be most important that the design is followed in order to deliver the desired outcomes. This may require periodical examination by an external party (surveyor, geotechnical engineer) to confirm the landfilling works are progressing in keeping with the adopted designs.

Council should also be aware that operating a landfill effectively and in keeping with the EPA Guidelines requires skilled plant operators, correct plant, an understanding of grades, reduced levels, waste placement, surface water management, covering and compaction. Council staff who have been given the responsibility to oversee the operation of the facility and contractors who may be engaged to perform specific tasks should be trained accordingly and be familiar with the designs and the principles supporting those designs

6.0 Acts and Policies Associated with the Project

- Protection of the Environment Operations Act 1997
- Protection of the Environment Operations (Waste) Regulation 2014
- EPA Environmental Guidelines: Solid Waste Landfills (2nd edition 2016)
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000
- Infrastructure SEPP 2007

7.0 Delivery

Desired Outcomes -

- The Menindee waste facility will be developed in a planned and co-ordinated manner.
- The project will deliver the stated aims

- Risk will be managed
- Regulatory agencies gain confidence in Council's management processes
- Succession planning is achieved
- Landfill void space will be maximised
- Residual life of the landfill will be optimised
- Long term planning prevents re-work resulting in corresponding savings
- Budgets can be developed for the capital works and programmed for delivery in a measured way and for optimum benefit

Key Actions to deliver the desired outcomes

Sequencing – broadly speaking, win cover material from the inner side slopes of the perimeter berm and stockpile for future use (Amaral Appendix 2), establish the next filling stage (Amaral Appendix 2,), discontinue landfilling at the current active tipping area, apply intermediate cover to the current active tipping, crush and landfill the existing stockpile of green waste in the new stage, landfill the existing stockpile of waste concrete in the new stage, establish litter fences near to the new filling stage, signpost access to the new filling area, place waste in accordance with the “waste placement technique” (Appendix 4), continue to develop the landfill in accordance with the Amaral concept designs

Milestone 1 – Prepare the first stage in the new filling area (Amaral Appendix 2,)

Key Tasks

- 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

Cost Estimates - Figures provided below for the likely cost of works required to achieve the milestones are cost estimates only and may well vary depending on a range of circumstances. The purpose of the estimates is to provide inputs for the financial model that has been developed in the overarching Strategic Plan. The Strategic Plan has been prepared to provide a roadmap for the future management of all of Council’s waste facilities.

Milestone 1

Prepare the first stage in the new filling area **Year 1 \$15,000** (capital cost)

Procure litter fencing **Year 1 \$10,000**

Increase the waste facility operating budget by 30% **Year 1 and ongoing**

Milestone 2

Commence landfilling at the new active tipping area **Year 1 \$10,000** (capital cost)

Milestone 3

Discontinue landfilling at the current active tipping area. **Year 1 \$6,000** (capital cost)

Milestone 4

Prepare an asbestos management policy (in house- no direct cost)

9.0 Appendices

Appendix 1- Notes to Accompany Design Drawings

NOTES FOR INCLUSION WITH LANDFILL DESIGN DRAWINGS 20205m

GENERAL

There are a number of issues/circumstances which have an impact on the design of the Menindee Landfill as discussed in more detail by Bob Bailey in the main text of this LTPoM:

- * an existing relatively large void with little immediately available soil with which to cover incoming waste
- * small size of the waste generating community
- * remote location
- * unlimited access to an unmanned site
- * limited available on site heavy equipment
- * advantageous low permeability geologic soil profile
- * advantageous evaporation to rainfall ratio (at least 6:1)

The following conceptual design details attempt to take account of these issues and do not always follow the NSW EPA Guidelines for Landfills but can be technically supported/defended as is allowed for and accepted by the EPA for small, remote communities which are in favourable geological and climatic locations.

At this site, in particular, I have not followed the basic principle of always filling from upstream to downstream in every Stage of filling to limit the extent of run-on surface water entering the waste.

This is feasible at this site since the opportunity for leachate production is severely limited by the low annual rainfall and what leachate does develop during significant rare rainfall events can be readily contained on site by the low permeability soil profile.

The actual waste filling process will be somewhat inhibited due to the reliance on a front end loader (FEL) to carry out all the pushing, spreading, compacting and covering activities but should be capable of doing this by a variety of approaches discussed herein with the occasional use of a piece of larger equipment (bulldozer, excavator and the like).

FIGURE 1 SITE SURVEY PLAN (DECEMBER 2020)

Council has provided an up to date 0.5m contour plan of the site which is reproduced herein as Figure 1.

FIGURE 2 SITE PLAN

The area of interest within the contour plan provided by Council is noted on Figure 1 and has been reproduced herein as Figure 2 with simplified contours, excluding local stockpiles and the like.

FIGURE 3 EXCAVATION PLAN

As noted above, the existing landfill area consists of an already excavated void with oversized perimeter soil bunds or embankments on its southern and eastern sides.

The existing void if filled to about 2m above its perimeter edges has a capacity of about 40,000m³.

Assuming a normal cover usage rate of 20% (daily, intermediate and final) would require 8,000m³ of soil.

The actual soil cover usage rate at this site is more likely closer to 40% or 16,000m³ due to the necessity of using additional soil to allow trafficking by the rubber tyred FEL.

In any event it is important to recover as much of the soil within the oversized perimeter embankments as is feasible.

A recommended excavation plan is provided in Figure 3 with side batters of 1:1.

This will achieve about 7,500m³ of soil cover, well short of what will likely be required.

Further soil could be won by grading the base downwards from west to east at, say, 1%. This would also have the advantage of draining rainwater to the eastern end of the site for easier collection and removal.

This excavation work need not be carried out in one operation but can be done in stages as the filling advances.

Also, the embankment beneath the current green waste stockpile should be removed as shown on Figure 3 to gain additional soil cover (this is included in the above estimates).

FIGURE 4 STAGE 1 FILLING PLAN

This figure illustrates the completed Stage 1 filling with the completed surface shedding rainwater off the site.

FIGURE 5 SUB-STAGE 1A FILLING PLAN

This figure illustrates the completion of the Stage 1A filling whereby waste has been pushed progressively to the south over a leading face of 2m depth.

Where practicable, larger waste matter (cobbles, concrete, timber, demolition material and the like) should be end dumped or pushed over the leading face first, followed by smaller household refuse, fine green waste, paper, cardboard and the like and, where necessary, soil to allow the FEL to traffic the surface and provide some compactive effort.

Occasionally it may be necessary to hire the available bulldozer or excavator from the local Contractor to spread, break up and track roll the waste to provide reasonable access for Council and private vehicles.

Where appropriate, gravel, cobbles, boulders, concrete and other hard materials located across the balance of the adjoining land where legacy stockpiles of waste exist should be utilised to assist in developing an accessible working surface.

FIGURE 6 SUB-STAGE 1B FILLING PLAN

Figure 6 illustrates the completion of the sub-stages 1A and 1B areas.

As with sub-stage 1A, the sub-stage 1B area should be initially prepared by placing a 1m high soil bund across its eastern end to isolate any rainwater from the balance of the void where there is no exposed waste.

In this way, any rainwater that does collect in this void space can be pumped directly to the environment or otherwise used on site.

The filling process would replicate that used in sub-stage 1A, over a 2m high leading face.

FIGURES 7 AND 8 SUB-STAGE 1C AND 1D FILLING PLANS

Both of these figures illustrate the raising of the landfill surface by between 1 and 2m over the completed Sub-stages 1A and 1B areas.

Working with a leading face of less than about 2m deep may prove difficult using an FEL and will lead to an excessive use of soil.

Placing large objects within a limited depth of waste is also a problem and it may be necessary to open up Stage 4 to cater for larger waste while Stages 1C, 1D, 2 and 3 are being used for household waste and other finer waste materials.

FIGURES 9 AND 10 STAGES 2 AND 3 FILLING PLANS

These figures show the landfill levels at the completion of Stages 2 and 3.

The average depth of filling over these two areas is about 2m. Locally, the waste depth will be less than 2m and only fine waste should be dumped, spread and compacted in these areas.

The depth of existing intermediate soil cover over these stage areas is unknown but could be considerable.

Prior to the placement of waste in these two areas the existing soil cover should be progressively pulled back by a gummy bucket excavator or the FEL to expose the underlying waste before overtopping with new waste.

The removed cover should be used to create soil bunding or stockpiled for later use as a final cover.

The western batters of Stages 2 and 3 and the northern batter of Stage 3 should be battered at 3H:1V.

A "final" cover of 600mm of the local soil should be placed over the completed Stages 1, 2 and 3.

FIGURE 11 STAGE 4 FILLING PLAN

This figure illustrates the Stage 4 filling area at completion of filling.

As with the other stages, this stage should be divided into sub-stages so that filling is carried out within contained/bunded zones similar to the sub-stages shown for Stage 1.

Starter bunds about 1m high will be sufficient to separate the waste from unfilled areas and allow adequate segregation of leachate and clean rainwater, provided that waste is not allowed to spill over the top of the containing soil bunds.

The depth of the waste filling in this stage is about 4m and can thus be carried out in two 2m lifts.

Additional soil cover could be obtained by lowering the base of this stage to grade downwards from west to east on a gradient of at least 2%, say, 0.5m at the western side to 1.5m at the eastern side.

This will also allow the use of deeper lifts which would be more suitable to an FEL operation.

FIGURE 12 “FINAL” LANDFILL LANDFORM

Figure 12 illustrates the “final” landfill landform with an average surface gradient of between 4 and 5%.

The several stages and sub-stages should be filled in a similar manner to the earlier stages and sub-stages depending on the available equipment and depth of waste fill.

Although not necessary at this stage or for many years to come, this landform could be overtopped further if required to maintain a suitable, well graded final cap.

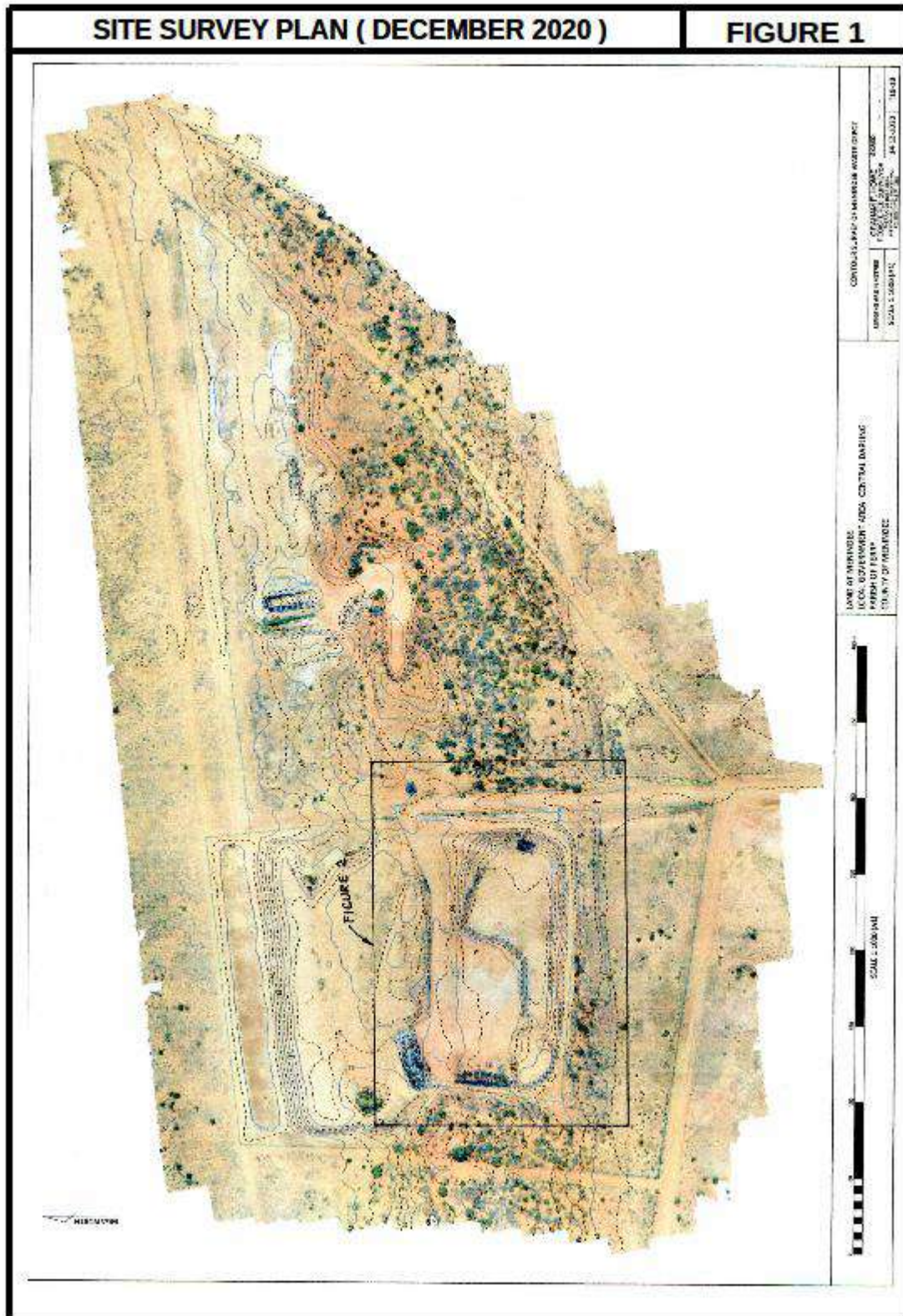
ESTIMATED LIFE OF LANDFILL

TABLE 1

Stage	Void Capacity (m3)	Cover Required (m3)	Net Void (m3)	Life (years)
1	3,750	750	3,000	3.75
2	2,100	420	1,680	2.1
3	2,500	500	2,000	2.5
4	5,300	1,060	4,240	5.3
5	3,600	720	2,880	3.6

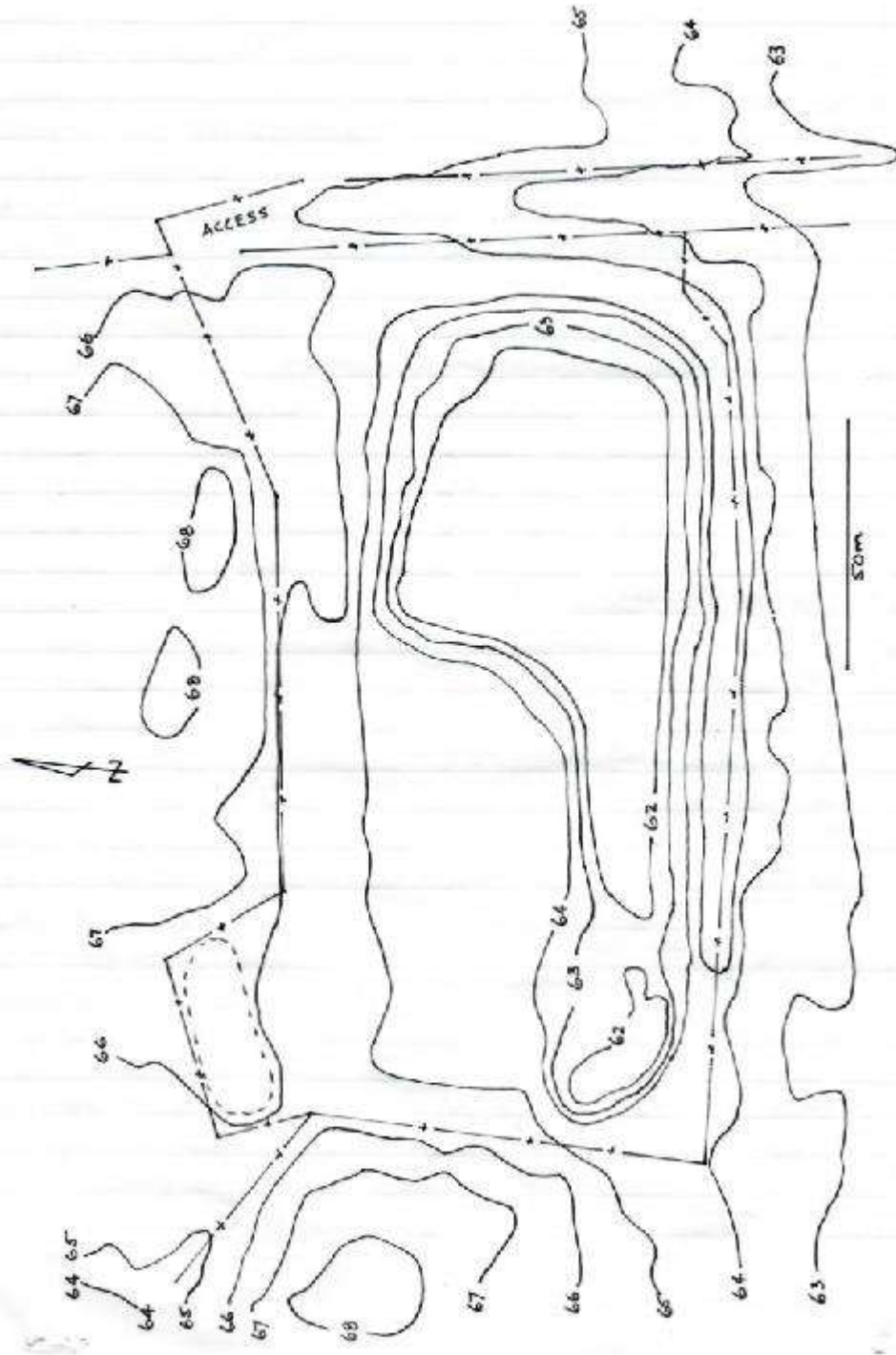
6	3,000	600	2,400	3.0
7	4,700	940	3,760	4.7
8	4,800	960	3,840	4.8
9	2,400	480	1,920	2.4
10	3,100	620	2,480	3.1
11	3,000	600	2,400	3.0
Totals	38,250	7,650	30,600	38.25

Appendix 2 – Design Concept Figures 1 to 12



SITE PLAN

FIGURE 2

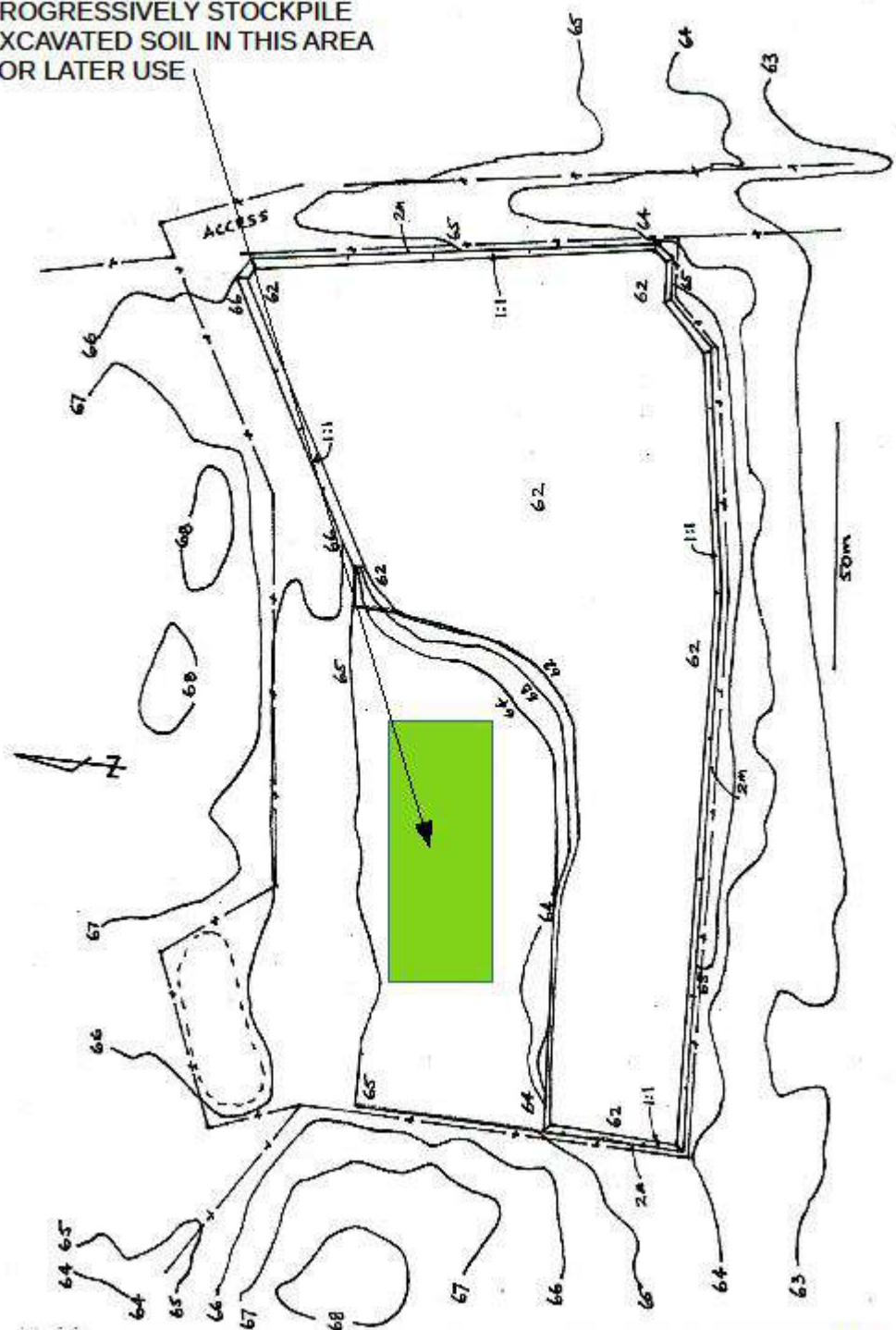


AMARAL

EXCAVATION PLAN

FIGURE 3

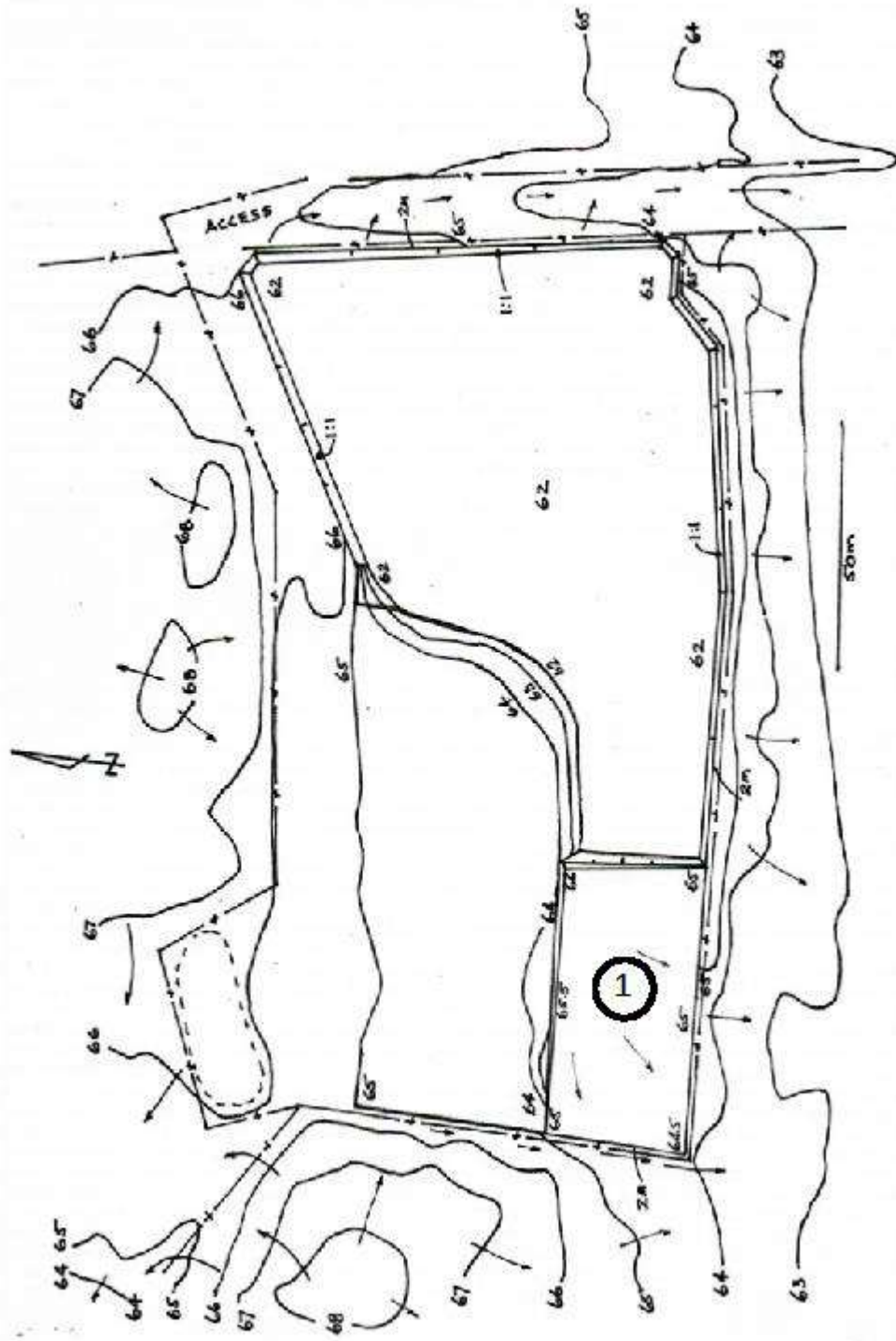
PROGRESSIVELY STOCKPILE
EXCAVATED SOIL IN THIS AREA
FOR LATER USE



AMARAL

STAGE 1 FILLING PLAN

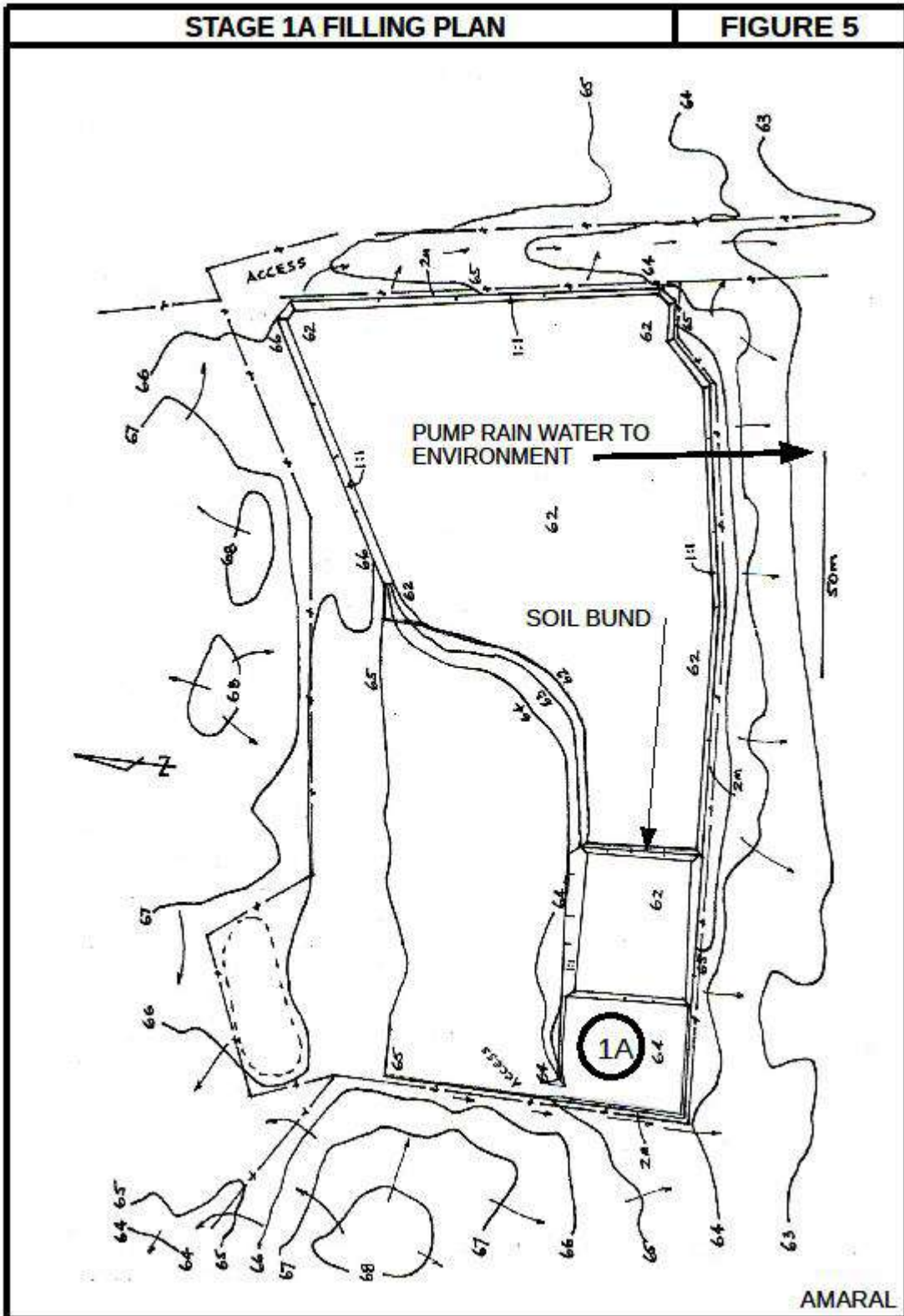
FIGURE 4



AMARAL

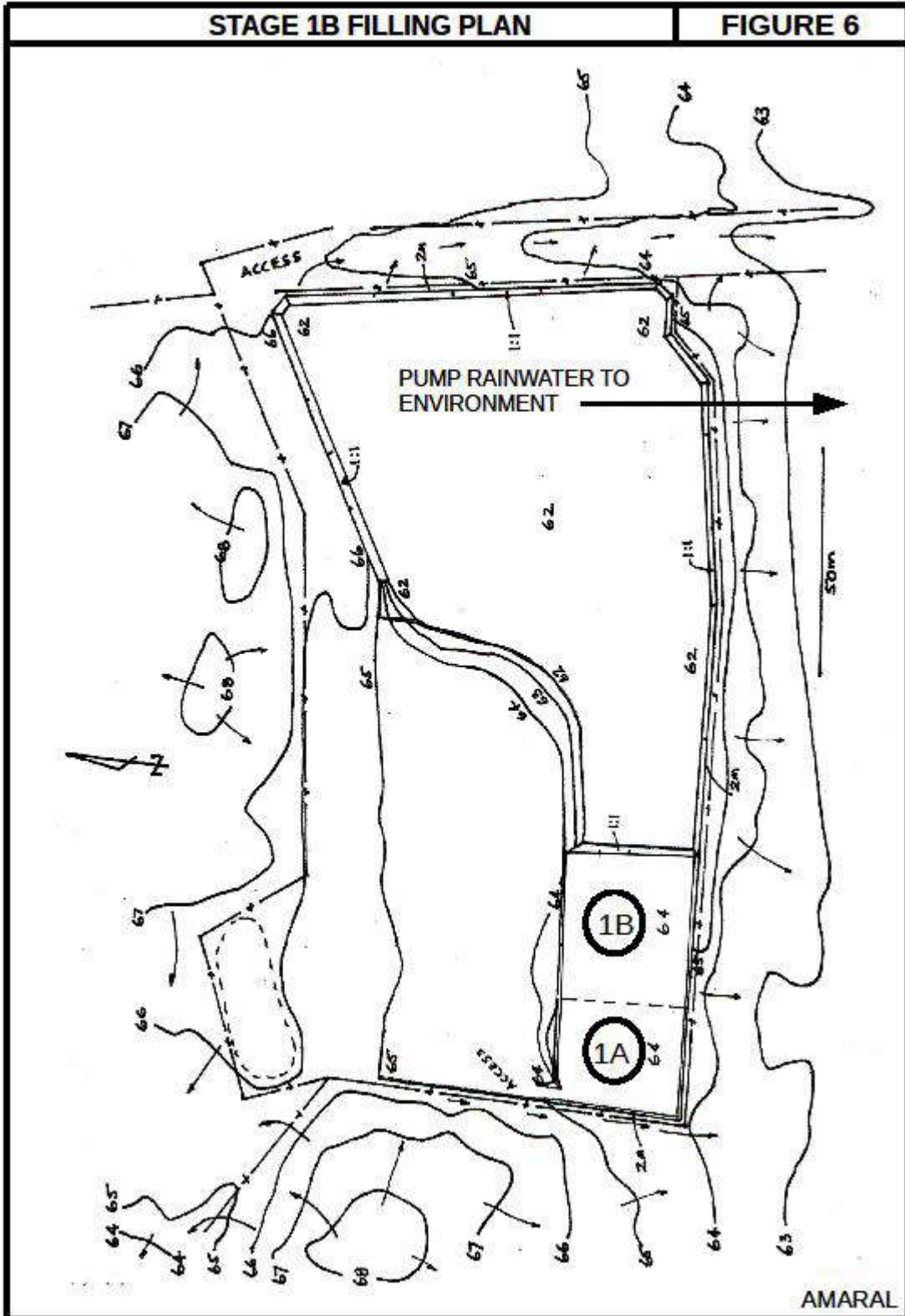
STAGE 1A FILLING PLAN

FIGURE 5



STAGE 1B FILLING PLAN

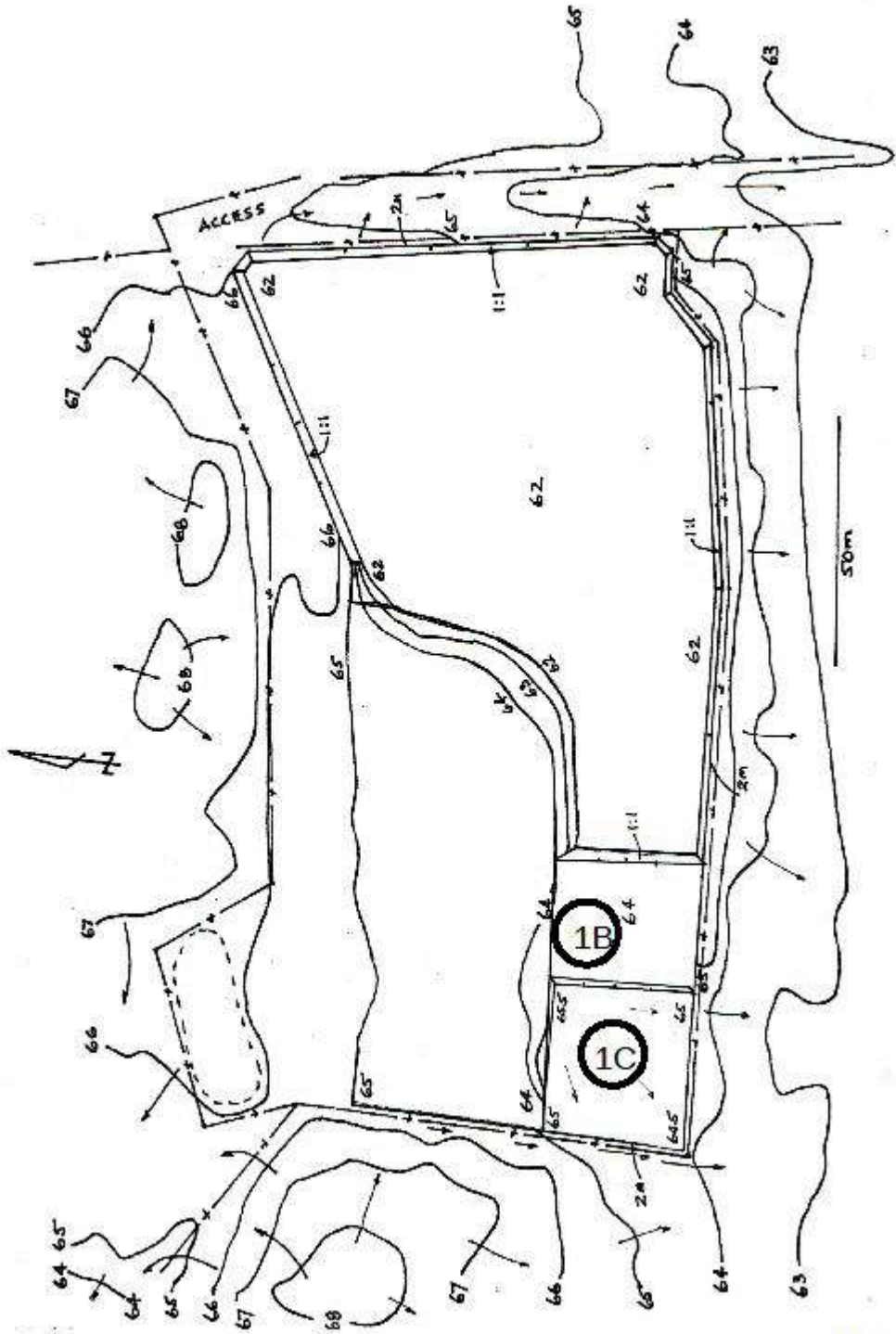
FIGURE 6



AMARAL

STAGE 1C FILLING PLAN

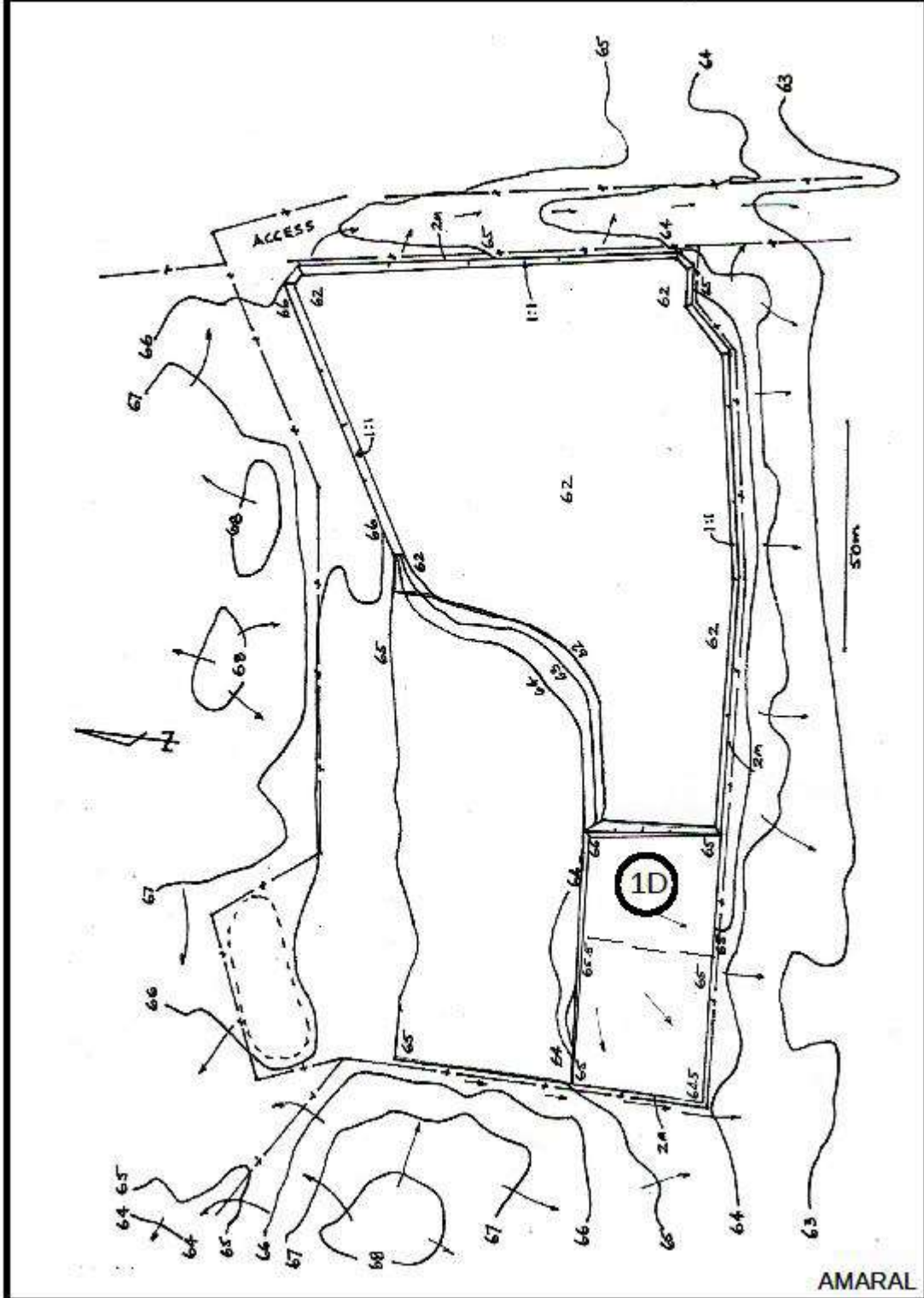
FIGURE 7



AMARAL

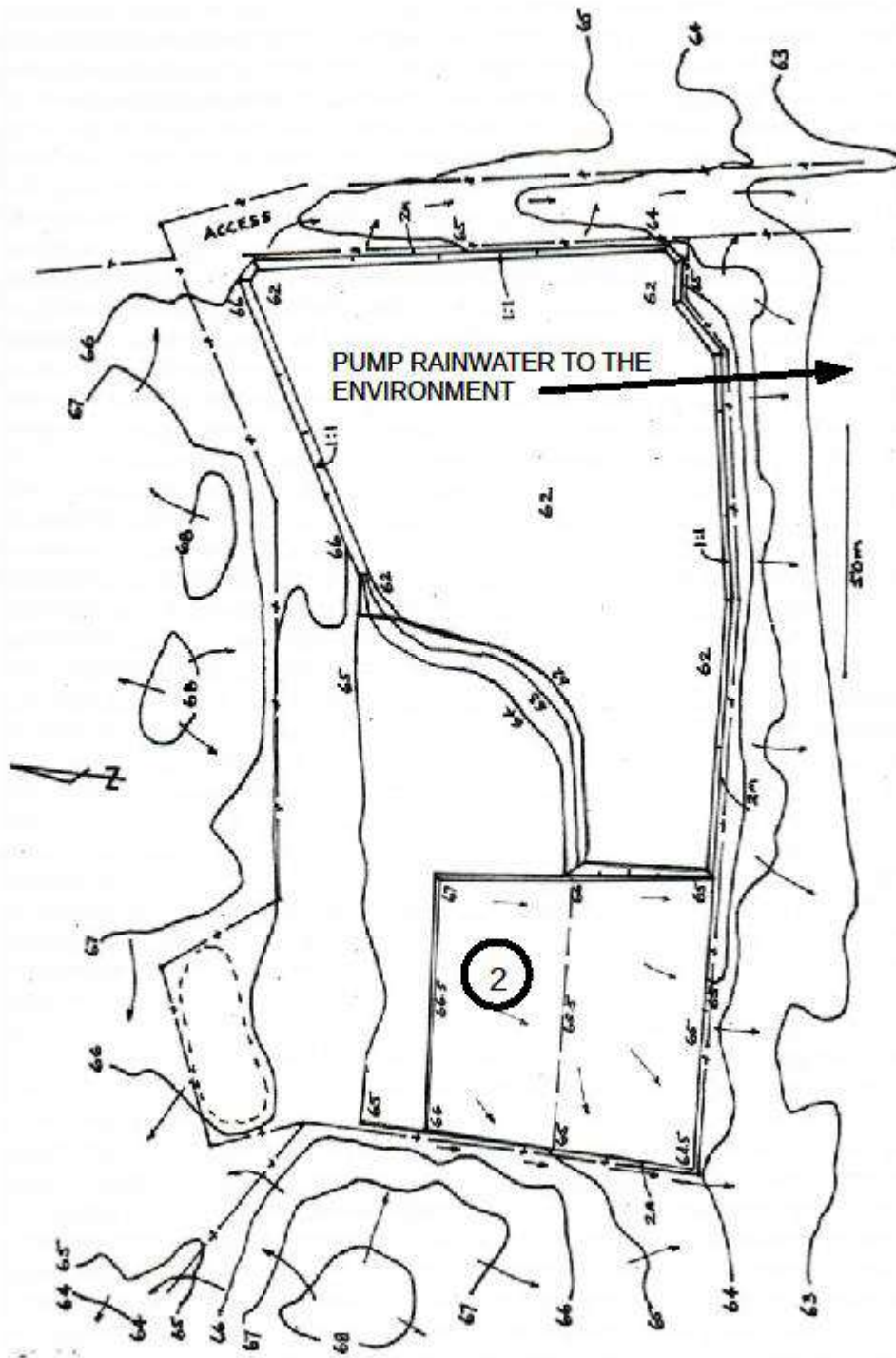
STAGE 1D FILLING PLAN

FIGURE 8



STAGE 2 FILLING PLAN

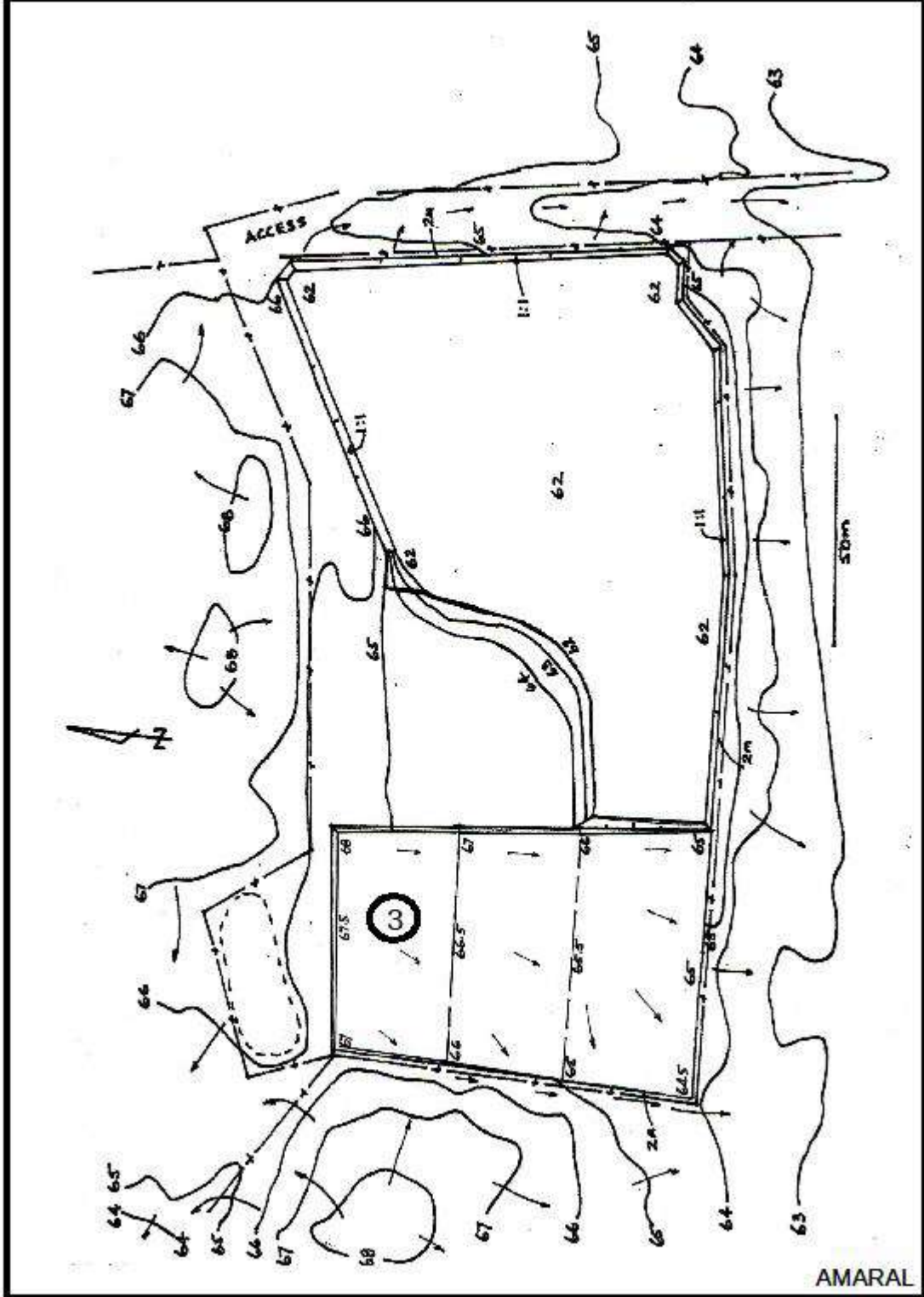
FIGURE 9



AMARAL

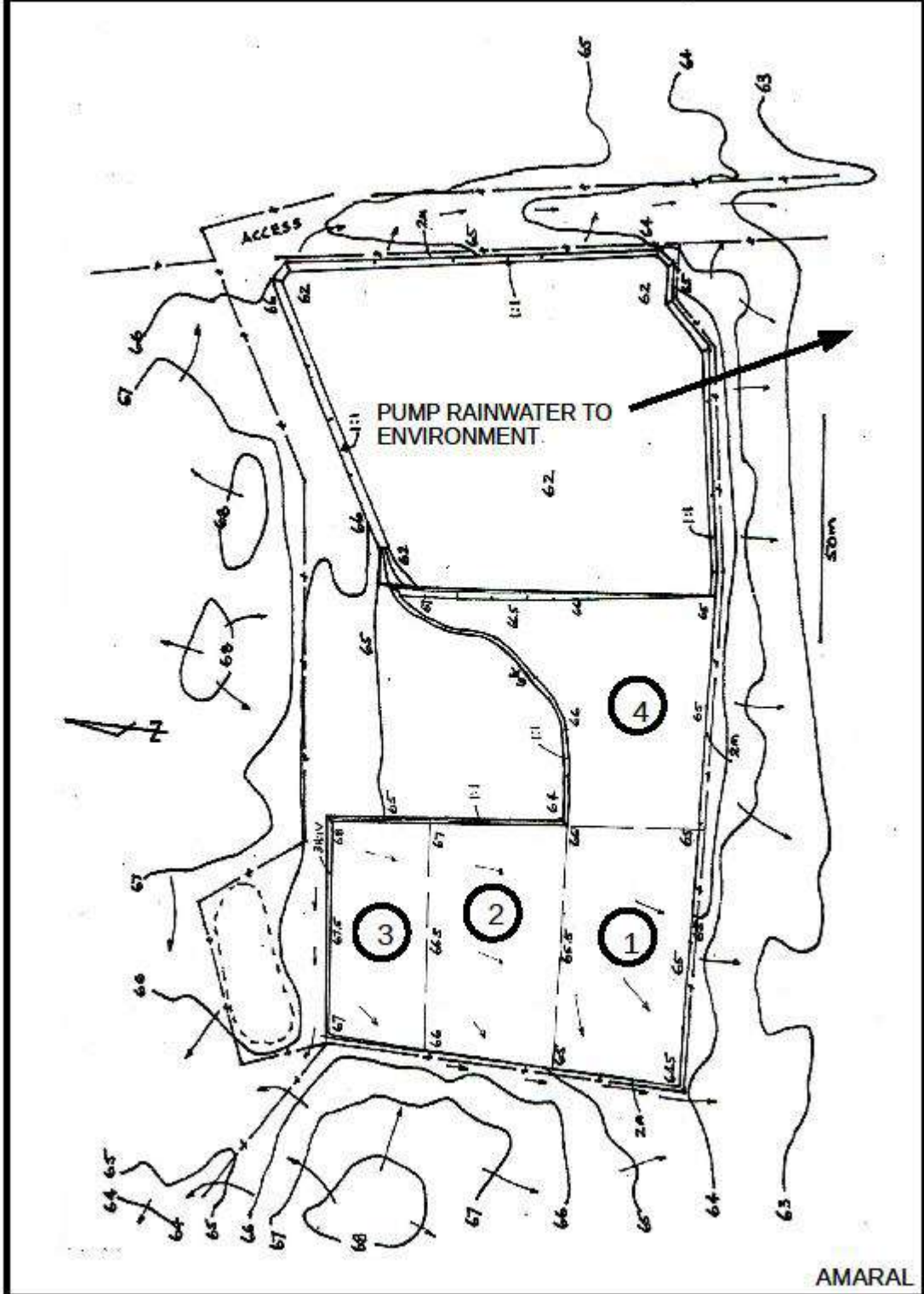
STAGE 3 FILLING PLAN

FIGURE 10



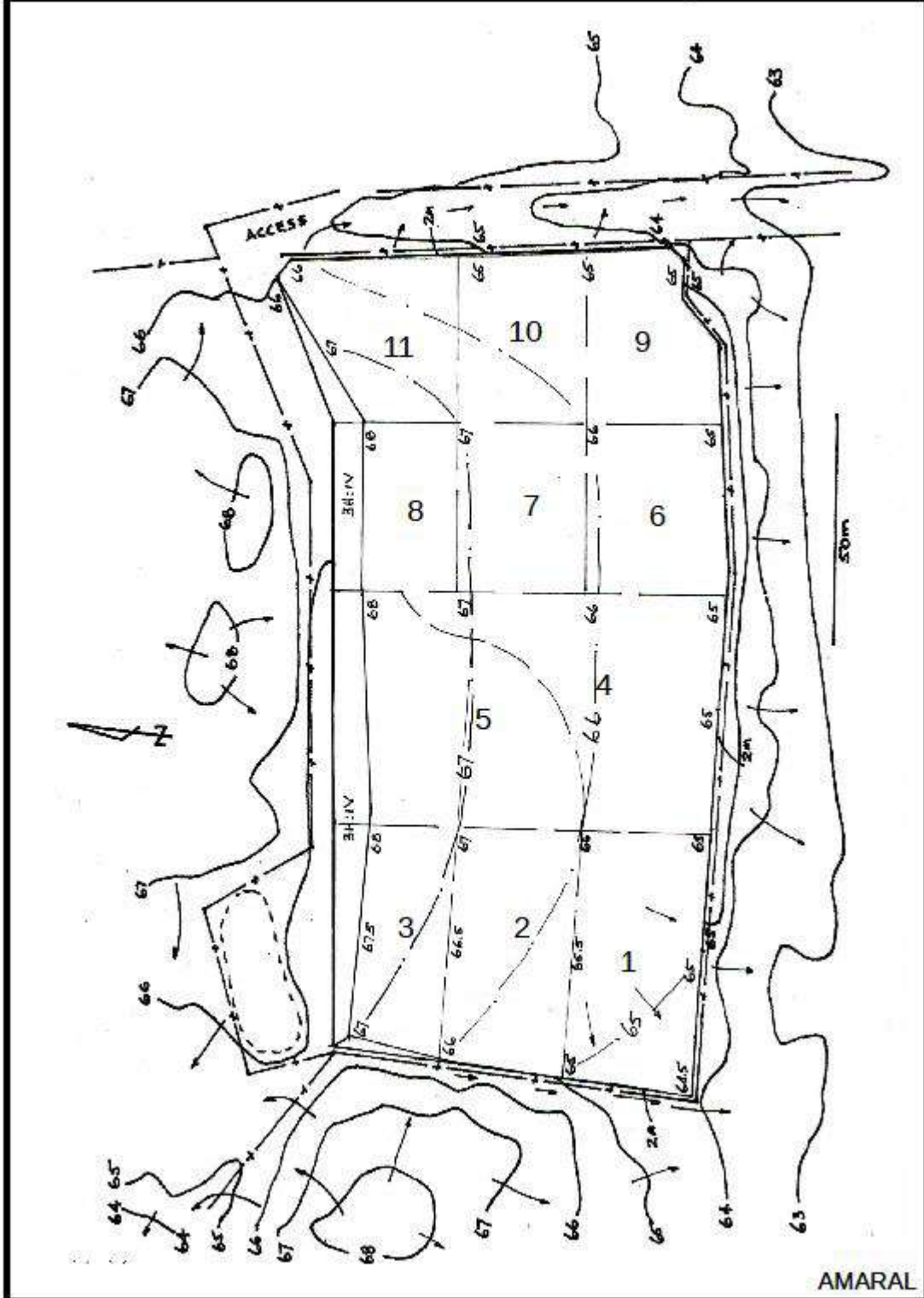
STAGE 4 FILLING PLAN

FIGURE 11



" FINAL " LANDFILL LANDFORM

FIGURE 12

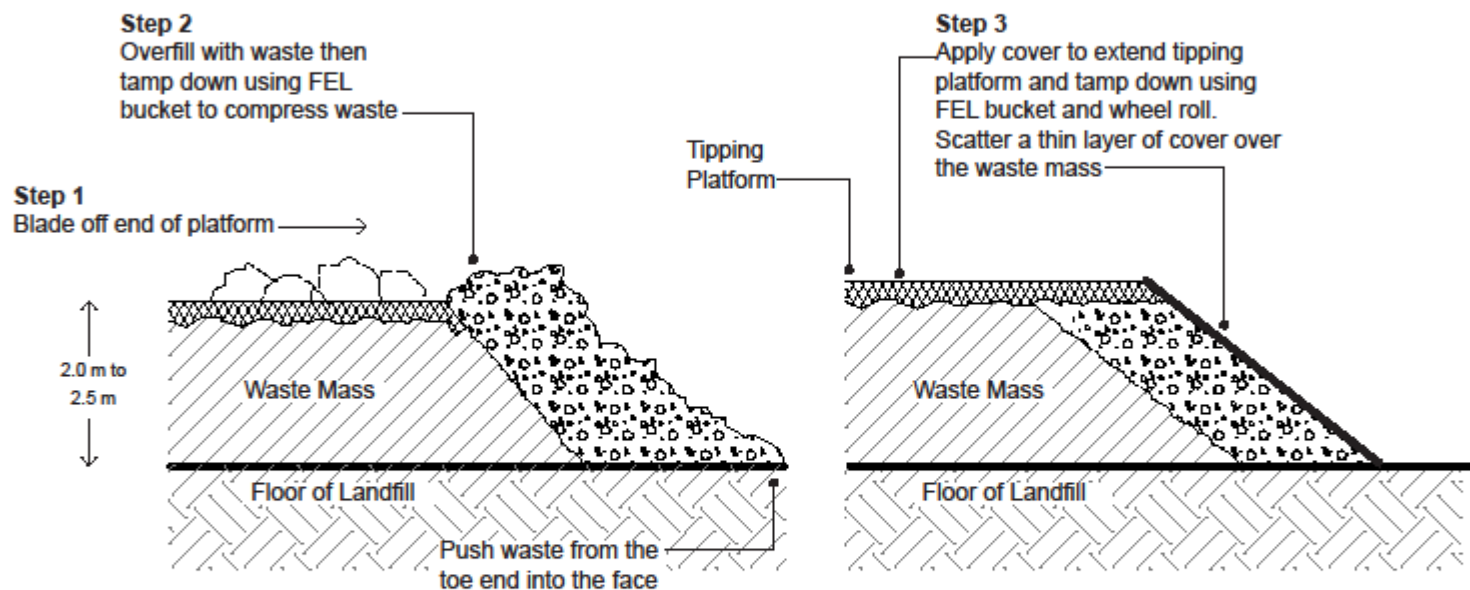


AMARAL

Appendix 3 - Aerial Site Plan



Appendix 4 – Waste Placement Technique



Note – Tamp down the exposed waste with the FEL bucket from the top and then, if accessible, from the toe area push any loose waste into the leading face. Then tamp in the exposed waste with the FEL bucket. Scatter some soil over the leading face from the top (and from the bottom, if accessible) after tamping is completed. This will save cover material and reduce windblown litter

WASTE PLACEMENT TECHNIQUE USING FEL ONLY

Appendix 5 - Protection of the Environment Operations (Waste) Regulation 2014

80 Disposal of asbestos waste

(cf clause 42(4) of 2005 Reg)

- (1) (Repealed)
- (2) When a person delivers asbestos waste to a landfill site, the person must inform the occupier of the landfill site that the waste contains asbestos.
- (3) The following persons must ensure that when a person unloads or disposes of asbestos waste at a landfill site (regardless of whether the site is subject to an environment protection licence) no dust is generated from the waste—
 - (a) the person unloading or disposing of the asbestos waste,
 - (b) the occupier of the landfill site.
- (4) Subject to any alternative cover conditions provided in an environment protection licence held by the occupier or approved in writing by the EPA, the occupier of a landfill site must ensure that asbestos waste disposed of at the site is covered with virgin excavated natural material—
 - (a) initially (at the time of disposal), to a depth of at least 0.15 metre, and
 - (b) at the end of each day's operation, to a depth of at least 0.5 metre, and
 - (c) finally, to a depth of at least 1 metre (in the case of bonded asbestos material or asbestos-contaminated soils) or 3 metres (in the case of friable asbestos material) beneath the final land surface of the landfill site.
- (5) In this clause, *landfill site* means a landfill site that can lawfully receive asbestos waste.

Appendix 6 – Example of Mobile Litter Fence



Central Darling Shire Council

Waste Facilities Operations Strategic Plan



January 2021

Robert Bailey Consulting

Port Macquarie NSW

0448737383

**Central Darling Shire Council
Waste Facilities Operations
Strategic Plan**

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1. SUMMARY

This Strategic Plan is the overarching document that provides direction for the future management of the waste facilities operated by Central Darling Shire Council. It establishes the principles from which long term plans of management have been developed for five of the six existing waste facilities and proposes the preparation of a closure plan for the waste facility at Sunset Strip, the site being closed and the area rehabilitated. Many of the elements within this suite of documents are interrelated and have strategic direction linkages

There will be two phases to the future operations of the waste facilities. The first phase will be in re-instating the sites to an improved standard after which deposited waste materials can be pushed up, compacted, shaped and covered on a regular basis. Geotechnical engineer, Robert H Amaral has developed concept designs for these improvements which form part of the long term plans of management for each facility. For some sites, the attainment of initial works that enable the improvements may require the engagement of contractors with suitable plant, such as a dozer, excavator, tip trucks and loader.

As general principles, litter should be contained and collected routinely and the stockpiles of separated materials formalised or landfilled. Only materials that have potential for beneficial on site re-use or transporting off site for re-processing should be separated and stockpiled.

Activity areas should be rationalised, concentrated and not spread throughout a site.

The second phase will be the ongoing operation and development of the waste facilities in accordance with the concept designs as prepared by consulting geotechnical engineer, Robert H Amaral that are contained within the long term plans of management for each facility. The objective is for sites to be maintained to an acceptable standard which will include the routine pushing up and covering of the deposited waste materials. Operational budgets may need to be reflective of the increased frequency of such works at some sites.

The theme of this strategic plan reflects the resource constraints that confront Council in the delivery of all services, including waste services. The Shire has a very large geographical area, a small population, significant distances between towns and villages, many connecting roads are not sealed, a limited rate base from which to draw income streams and a part reliance on government support.

The financial modelling included in this strategic plan suggests a direction for Council if adopted that should be affordable, be environmentally sound, will not require the purchase of specialist plant, will continue with existing or improved service standards and not rely solely on contractors or on government assistance. The likely cost of delivering the milestones prepared within the long term plans of management for the waste facilities at Wilcannia, Menindee, Ivanhoe, Tilpa and White Cliffs and for the closure of Sunset Strip have been reflected into the modelling.

A number of assumptions were made in developing the model and the model cannot be absolute in its assessments because of the variables in distances, availability of plant, the results of community consultation, changes to Government legislation, plant hire rates, contractor performance and others. The model also relies on information provided by Council in its preparation. However, the model does provide relative comparisons of the likely financial effect of undertaking particular works. There is always the “do nothing” option and for Council to continue to accept the risks.

In recent consultations where changes to legislation have been enacted, the Environment Protection Authority (EPA) has made it clear that their preference is for smaller waste facilities to be closed and larger waste facilities to be secured and controlled, that is, access is limited only to times when there will be an operator's presence on site to supervise activities and the sites are capable of being locked and access denied. Having a controlled and supervised site is fundamental in mitigating many of the risks associated with the operation of the waste facilities. Although it is desirable to have the sites supervised and controlled, this endeavour has been tried in recent years by Council and the approach abandoned for a variety of reasons. Having uncontrolled and unsupervised site is a risk. Should this approach continue to be the case, Council will rely on the provisions within the POEO (Waste) Regulations 2014 whereby it is considered a defence (pollution defence) if the waste facility includes measures to reduce fire risk, reduce odour, noise and dust, control public access to the site and generally maintain the facility. This strategic plan provides Council with measures that would help support a pollution defence.

Paramount in the in the delivery of change will be in the undertaking of stakeholder engagement where change is proposed. This particularly relates to the closure of the Sunset Strip waste facility and where Council staff will be required to adopt changed practices in the manner in which the landfills are operated. A stakeholder engagement plan has been prepared that provides Council with guidance on undertaking engagement and the implementation will be an important endeavour. It is unlikely that any change to existing services and practices will receive universal agreement, however reaching general consensus should be the objective and encouraging stakeholder input a priority. When embarking on engagement, the more data and information that can be presented will enable stakeholders to be better informed and limit speculation. In this regard, Council should consider engaging geotechnical engineer Robert Amaral to train/educate staff who will be given the responsibility for delivering this strategic plan and the accompanying long term plans of management and for the ongoing monitoring of progress to ensure the intent of the Plans are being met

The key objectives of this strategic plan are to-

1. close and rehabilitate the Sunset Strip waste facility and to provide long term aftercare
2. 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 to deliver the milestones as proposed
3. develop and deliver training plans for waste staff and contractors
4. manage green waste in a manner that will not present a legacy issue
5. manage waste concrete in a manner that will not present a legacy issue
6. manage used tyres in a manner that will not present a legacy issue

7. adopt the “waste placement technique” as shown in Appendix 1
8. develop an asbestos policy
9. install standardised informational, directional and instructional signage at each site
10. adopt operating measures that will support “pollution defence” including the procurement and installation of CCTV monitoring at the waste facilities
11. procure and place mobile litter fences to contain windblown litter
12. rationalize and concentrate activity areas

2. PURPOSE

Central Darling Shire Council has engaged Robert Bailey Consulting and Robert Amaral Geotechnical Engineer to prepare a strategic plan for the future operation of Councils waste facilities and to develop long term plans of management for each individual facility that will include concept designs for the progressive staged landfilling and establish milestones in the attainment of the final landforms. These documents will provide guidance in the development of the waste facilities over many decades and will enable succession planning as personnel transition to and from Council

3. OVERVIEW OF CURRENT OPERATIONS

3.1 White Cliffs, Wilcannia, Ivanhoe, Tilpa, Menindee and Sunset Strip Waste Facilities

Staffing

Council’s waste facilities serve relatively small populations with Wilcannia and Menindee at around 550 persons being the larger and Sunset Strip at about 85 and Tilpa (district) at 44 being the smallest. The quantities of waste being managed at the sites are therefore not major and it would be difficult to justify having the facilities controlled and supervised, perhaps with the exception of Wilcannia, Ivanhoe and Menindee.

The White Cliffs and Tilpa landfills are relatively well managed and are reflective of Council staff assuming responsibility and accountability for the operations of the facilities. For Wilcannia, Ivanhoe and Menindee, these waste facilities are not particularly well operated and the day to day management responsibility of these landfills should be delegated to specific Council personnel. Those given the responsibility for the management of the landfills should become familiar with the long term plans of management for each site and be accountable for the adoption of the changed practices. Equally, field staff who undertake the on-site activities should become familiar with the objectives of the long term plans of management and be trained in waste placement, landform shaping, compaction and covering

The management of the Sunset Strip waste facility is performed under a partnership agreement between Central Darling Shire Council and the Sunset Strip Progress Association. The site is not well managed and there is a noted failure to prevent fires, failure to report a pollution event, a failure to provide fall protection, a failure to prevent windblown litter and a failure to prevent the depositing of prohibited substances. Residents of Sunset Strip receive a discount to their domestic waste management charge in exchange to the Progress Association undertaking the landfill management. It should not be assumed that Council can simply abrogate its responsibilities by engaging the Progress Association to operate the waste facility.

Retained Above Ground Wastes

At present, most waste facilities generally separate and stockpile green waste, scrap metal and used tyres. With the exception of scrap metal, there are no plans for the re-use or recycling of these materials. Contamination is an issue as is the potential to attract contractors to process the green waste and to a lesser extent, collect the scrap metal. The two main options are to control contamination and pay the cost of re-processing green waste for beneficial on-site re-use for erosion/dust control or as re-vegetation medium or to confine the materials to landfill. If directly landfilled, green waste would consume a large amount of void space if not well compacted and would require a significant quantity of ENM to effectively cover the material once landfilled.

As an alternative to shredding and to save costs, when suitable plant is available, that is larger plant with tracks such as dozer or excavator, the stockpiled green waste can be spread, larger items of contamination removed and the green waste broken up using a number of passes of the track machine. The broken up green waste can then be landfilled or placed on top of capped surfaces, depending on the quality of the finished product to control dust and erosion. It may also be used as cover as a substitute to ENM.

The regional waste group NetWaste has a contract in place for the shredding of green waste however Central Darling Shire is not a participant. NetWaste has obtained prices from a contractor for the shredding of used tyres, however it is dependent on a number of Councils participating. Central Darling may need to work in conjunction with neighbouring Councils such as Cobar and Broken Hill if this option is to be pursued. Placing small quantities of used tyres on the floor of the landfill and covering as the waste mass progresses in an alternative for the disposal of waste tyres.

Existing Plant

It is evident that the placing, compacting, shaping and covering of general waste is somewhat difficult when using the types of plant currently available for use at the various landfills. Council generally relies on using front end loaders (FEL) in the operations of the landfills. It is understandable that Council relies on multi-purpose items of plant given the constraints faced and the significant distances between the waste facility sites. Improvements to the manner in which the FELs are used and improved techniques of waste placement are provided in the long term plans of management and demonstrated in Appendix 1 of this Plan.

Waste Collection Services

The availability of a domestic waste collection service is limited to the towns of Wilcannia, Ivanhoe and Menindee where a weekly collection of residual household waste is provided using Council day labour. New collection vehicles were purchased in recent years for each town and are being written down over 20 years. There is no kerbside recycling or organics collections offered to residents and no near term intention to consider the introduction of these services. There are approximately 700 services provided to residents living within the collection areas and an annual domestic waste management charge (DWMC) of \$470 is applied. All collected household waste is taken to the local waste facilities for disposal.

Should the Sunset Strip waste facility be closed, the domestic waste collection service at Menindee should be extended to include Sunset Strip residences and potentially other residences or businesses along the route. The distance from Menindee to Sunset Strip is around 18 kilometres.

4. CURRENT AND EMERGING INFLUENCES

There are a number of current and emerging factors that will have an influence on how Council approaches the management of its waste facilities. The NSW Government's current ambition of improving environmental performance of waste facilities through a recent revision of the POEO (Waste) Regulations 2014, by increasing resource recovery through the expansion of the Waste Levy and by controlling the spread of weeds through the Raw Mulch Exemption. All of these measures contribute to a level of complexity as to how Council will need to operate its waste facilities into the future.

4.1 Licensing Requirements

For Central Darling Shire Council's waste facilities, there is no requirement to licence the sites under current legislation, however, changes introduced to the POEO (Waste) Regulations in November 2014 place greater emphasis on mitigating risks in the operation of landfills under the banner of "pollution defence". It is considered a defence if the landfill is being operated in accordance with the requirements as prescribed in the (Waste) Regulations in that mitigation measures have been put in place for the management of dust, odour, prohibited wastes, uncontrolled access, surface/ground water pollution and fires in order to achieve a measurable degree for "pollution defence".

4.2 Raw Mulch Exemption

For Central Darling Shire Council the Raw Mulch Exemption is hardly relevant whilst ever Council does not shred the green waste that has been delivered to the waste facilities and to sell or give away the shredded product. The stockpiles of green waste retained on the Wilcannia, Ivanhoe and Menindee sites are being grossly contaminated with general waste

and would not be suitable for shredding and a contractor may be reluctant to shred the material and risk damage to his plant. Shredded green waste can be beneficially re-used within waste facilities for erosion control, dust suppression, berm formation and as a revegetation medium as part of the landform final capping. Alternative procedures for the management of green waste are included into the long term plans of management for the various waste facilities

4.3 Section 88 Waste and Environment Levy

Under Section 88 of the *Protection of the Environment Operations Act 1997* (POEO Act), occupiers of certain scheduled waste facilities are required to pay the waste and environment levy.

Originally relevant only to the Sydney Metropolitan Area (SMA) and then to the Extended Regulated Area (ERA) (Illawarra to the Hunter) the levy was further expanded in July 2009 to incorporate what is now know as the Regional Levy Area (RLA) and includes the north coast Local Government Areas (LGA) from Port Stephens to the Queensland border as well as the Blue Mountains and Wollondilly LGAs.

Although a further expansion of the levy area is re-visited by authorities from time to time, it is most unlikely Central Darling Shire will be included in any future expansion

5. PROPOSED CHANGES TO KEY PERFORMANCE AREAS

5.1 Landfill Rationalisation (White Cliffs, Wilcannia, Ivanhoe, Menindee, Tilpa and Sunset Strip Waste Facilities)

A strategic plan should examine the “need” or “strategic alignment” for a particular service or operation to be certain a continuation, expansion, introduction or cessation is warranted. For Central Darling Shire, an overview of the existing waste facilities demonstrates a general geographic spread of facilities that aligns with the centres of population, with the exception of the Sunset Strip waste facility. The Sunset Strip waste facility is located within about 18 kilometres of Menindee. The following table 1 examines the benefits and detractions of closing the Sunset Strip waste facility or continuing to operate the facility

Table 1

Action	Benefit	Detraction	Risk
Prepare a closure plan for the Sunset Strip waste facility. Prepare a Stakeholder Engagement Plan. Enact engagement. Consider stakeholder input. Make a	Closure of the landfill and rehabilitation of the site will result in an environmental improvement Risks will be mitigated	Residents at Sunset Strip will need to take bulky wastes to the Menindee waste facility for disposal Some residents of Sunset Strip may	Residents become vocal in their opposition to the closure of the waste facility (mitigate the risk by undertaking stakeholder engagement in accordance with the stakeholder engagement

<p>determination. Prepare a report to Council recommending the closure of the Sunset Strip waste facility in accordance with the closure plan should this be the determination. . Notify the Sunset Strip Progress Association (SSPA) of the report and the date it will be considered, advising that submissions will be accepted prior to the meeting. Council makes a determination. Implement the Council resolution. Submit the closure plan to the EPA for approval before undertaking closure actions if this is Council's resolution.</p>	<p>Council will no longer have an administrative obligation</p> <p>The domestic waste collection service would be extended to include residents of Sunset Strip providing an improved means of waste disposal</p> <p>The full Domestic Waste Management Charge (DWMC) will apply to Sunset Strip residents</p> <p>There will be no ongoing cost in operating the waste facility. Saving can be used towards the expanded collection service and for operational improvements at the Menindee waste facility</p> <p>Residents and business on the route between Menindee and Sunset Strip may be entitled to receive the collection service</p> <p>The EPA generally support the closure of small village landfills</p> <p>Better utilisation of Council's domestic waste collection vehicle</p>	<p>oppose the closure of the waste facility</p> <p>There may be some initial illegal dumping of household waste near to the closed facility</p>	<p>plan)</p>
<p>Business as Usual. (BAU) Council continues with the partnership agreement with the SSPA to operate and manage the Sunset Strip waste facility</p>	<p>For Council, the day to management of the waste facility is undertaken by a third party relieving Council of the management obligations</p> <p>For Sunset Strip residents, they receive a</p>	<p>Council continues to be at risk from an agreement where the management of the waste facility underperforms the requirements of the EPA Environmental Guidelines: Solid Waste Landfills (2nd edition</p>	<p>A failure of the SSPA to prevent fires</p> <p>Uncontrolled fire spreads beyond the waste facility boundaries</p> <p>Environment Protection Authority (EPA)</p>

	<p>substantial reduction in the DWMC as an offset to the facility management obligations</p> <p>Convenience for residents to dispose of bulky wastes</p>	<p>2016) and Regulations (Waste) 2014 made under the POEO Act 1997</p> <p>Management fees are recurring</p> <p>Loss of potential savings that could be used to support an extension of the domestic waste collection service and improvements to the operations of the Menindee waste facility</p> <p>Residents require to self haul household waste for disposal</p> <p>The landfill is in close proximity to the residential development (spread of fire, rodents, flies, odour, dust)</p>	<p>“caution” or Penalty Infringement Notice (PIN) as a result of a failure to report a pollution incident (eg fire)</p> <p>A failure of the SSPA to provide and maintain fall protection. Injury to facility users</p> <p>A failure of the SSPA to control windblown litter. EPA notice, caution or PIN</p> <p>A failure of the SSPA to prevent prohibited wastes from being deposited at the landfill</p>
--	--	--	--

Summary - The “need” to retain the Sunset Strip waste facility is difficult to justify given the potential risks, the relatively close proximity to an alternative waste disposal facility and the ease at which a domestic waste collection can be extended to Sunset Strip from its operating base in Menindee some 18 kilometres away

Environmental - the environment would be improved should closure occur. Any illegal dumping should be addressed as soon as reported or detected, that is, waste removed to Menindee landfill, dumping investigated and the law applied to perpetrators

Financial – recurrent savings should be realised with the site closure and these funds used towards the provision of a domestic waste collection service to the Sunset Strip residents and for operational improvements at the Menindee waste facility.

Social- a kerbside general waste collection service would be a benefit to residents

Conclusion – close and rehabilitate the Sunset Strip waste facility

5.1.1 Landform Design

Filling plans are in effect the individual building blocks placed in a defined sequence that deliver the final landform design. For all Council’s sites, where the method of waste disposal is an excavation and fill on relatively flat ground, the sequence is not critical nor the final landform

overly complicated. For the foreseeable future, the landfills will progress as a series of trenches or within existing voids and the final landform designed as a domed cap that can be shaped to shed surface water. Final landform designs will be incorporated into individual long term plans of management for each waste facility

A closure plan has been prepared for the Sunset Strip waste facility should closure be Council's determination

5.1.2 Filling Plans

The current method for waste disposal at all of Councils sites is to undertake large excavations, fill the voids with general waste and cap using the ENM overburden.

The current voids at Wilcannia, White Cliffs, Menindee and to a lesser extent, Ivanhoe, will not be fully consumed for a number of years, The long term plans of management as prepared for each site will include concept filling plans that will provide guidance on the progressive landfilling for the site. Returning Ivanhoe and Wilcannia landfills back into workable shapes will require detailed concept designs. However, once the current excavations have been filled, future trenching should become much simpler. Although the unit rate to undertake large excavations is more economical then for smaller trenches, the large voids are more difficult to control and operate compared to the smaller trenches. Mobile litter fencing can be placed in near proximity on three sides, waste placement controlled and a tipping face maintained

5.1.3 Final Capping

The current EPA Environmental Guidelines: Solid Waste Landfills (2016) requires the capping to commence within 30 days of completion of landfilling in that area. As Council will continue with the trench/existing void place and fill method, applying a final cap and re-vegetating the existing landfill footprints should be undertaken. The primary environmental goal for site capping and re-vegetation according to the EPA Guidelines is "remediating landfill after closure". Capping will require the site to be shaped to allow for post closure settlement and to shed surface water. A re-vegetation medium (shredded green waste would be suitable) should be applied across the surface to encourage plant growth. Seeding with local native species or grasses should be considered, though natural re-vegetation is likely to occur from remnant plants located near to or within the sites. The design for final capping will be included into the long term plans of management for each site

5.1.4 Leachate Management

The existing landfill footprints do not have constructed leachate collection systems and there is no requirement under the current EPA Environmental Guidelines: Solid Waste Landfills (2016) to install a leachate collection system for the types of waste facilities operated by Central Darling Shire Council. Without leachate collection systems, landfill operators rely on adopting best practice landfill operating procedures, which include keeping the active tipping face to a minimum size, diverting surface water away from the active tipping area, placing and compacting intermediate cover (intermediate cover is required to be placed to a depth of 300 mm over surfaces that will be exposed for more than 90 days), applying daily cover and achieving compaction rates greater than 650 kgs per cubic metre. These practices will be

included into the concept designs of the long term plan of management for each waste facility to ensure leachate is kept to a minimum and there is little risk of groundwater or surface contamination.

5.1.5 Master Planning

Having a long term plan of management for a waste facility is a valuable tool in the designed development that would help ensure the progressive construction of infrastructure follows a logical process. It would improve the likelihood of structures being established with sensible interrelationships, orientation, sequencing and scale.

For townships that have static or declining populations which is representative of the townships within for Central Darling Shire, it is unlikely that master planning is necessary, however there are some basic principles that should be followed that consider interrelationship, traffic flow and drop off sequencing. Activity areas should be clustered to improve operations and to limit unnecessary activity area expansion, drop off areas should have resource recovery at the initial part of a loop and disposal at the end of the loop.

It is proposed in this strategic plan that only scrap metal will be stockpiled for transportation off site for re-processing and green waste temporarily stockpiled, then routinely broken up using a track machine and then landfilled. The better quality crushed material could be used on top of disturbed surfaces to control dust and erosion. Small quantities of tyres can be placed on the landfill floor and progressively covered by the waste mass.

5.1.6 Plant and Waste Placement

For landfills where relatively small quantities of waste are received, that is less than 5000 tonnes per annum, a universal item of plant suitable to manage these wastes would be a traxcavator (crawler loader), such as a Cat 953 K. A traxcavator with a four in one bucket could be used to place and spread the waste at the active tipping area in shallow layers and to compact the waste. Compaction rates of 650 kilograms per cubic metre could be achieved and a more uniform finish maintained that would require a minimum of daily cover material. Well compacted waste would be less likely to generate windblown litter and would have reduced post closure settlement.

The traxcavator could be used to construct stormwater diversion berms, pre-strip the landfill floor, shape and grade the intermediate cover, push up the green waste/metals stockpiles, load trucks/trailers and a range of other activities in addition to placing and compacting waste.

However, the cost of purchasing, maintaining and transporting one or more dedicated traxcavators between waste facilities would be significant as opposed to utilising Council's existing plant of FELs and adopting a specific waste placement and covering technique. Such a technique is included as an attachment to this Plan as well as inclusion into the long term plans of management for each waste facility, where appropriate. The provision and use of FELs could be undertaken by Council using day labour or by contractor.

The following table 2 examines the benefits and detractions of various methods of site management and the types of plant and the alternative waste placement techniques

Table 2

System	Benefits	Detraction	Risk
<p>Write a landfill management tender specification. Call tenders and appoint a contractor on a 5-10 contract. Specify outcomes such as compaction rates, covering, attendance frequency, litter management. Apportion landfill management responsibilities</p>	<p>All day to day management obligations rest with the contractor freeing up Council staff time</p> <p>The contractor recruits and manages staff. Deals with HR matters</p> <p>The contractor procures and maintains suitable plant. Sources replacements in the event of plant breakdown</p> <p>Contractor can provide quality assurance in keeping with the specified outcomes</p> <p>One contract may include the management of multiple sites</p> <p>Consumption of void space and consumption of cover material is defined in the specification and can be measured</p>	<p>Contracts need to be managed by Council staff to ensure the services are being delivered in accordance with the specification</p> <p>Annual performance reviews to be undertaken by Council</p> <p>“In contract” variations can be expensive</p> <p>The specification would include defined outcomes with limited flexibility.</p> <p>There is a high probability that the cost would be beyond Council’s willingness to pay</p>	<p>No interest from contractors in the tender process</p> <p>Contractor default</p> <p>Contractor fails to deliver the specified outcomes</p> <p>Council should not call for tenders unless there is an intention to proceed. Should the tendered prices be beyond Council’s capacity to pay, then Council does not proceed, there is reputational loss</p> <p>Contractor failure to report a pollution event (for a range of reasons)</p>
<p>Council operates the landfills using day labour and existing plant. Council FELs used at Wilcannia, Ivanhoe and Menindee and occasional contractor FEL at White Cliffs to supplement</p>	<p>Council can use existing plant and field staff and adjust site attendances as required.</p> <p>Costs are currently known and can be controlled as needed.</p>	<p>Staff need to be trained in the delivery of the long term plans of management and the waste placement techniques</p> <p>Budgets would need to be increased to be able</p>	<p>Failure to deliver the long term plans of management because of</p> <ul style="list-style-type: none"> - *lack of staff training * underfunding * failure to commit

<p>bobcat and mini excavator. Occasional dozer used at Tilpa</p> <p>Waste placed in 2 – 2.5 metre rises, top down and “cliffed” face achieved. Waste compacted using downward pressure from the bucket when height is achieved. Cover applied to “compacted” waste as the tipping platform advances. Cover dropped over “cliffed” face at the end of the process to control litter.</p>	<p>No need to purchase specialist plant or train staff in its use</p> <p>No need to re-deploy staff or make redundancies as work practices will continue</p>	<p>to achieve the desired outcomes</p>	
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Conclusion – on balance, the approach most likely to deliver the best outcome given Council’s resource constraints is - *Council operates the landfills using day labour and existing plant, adhering to adopted concept filling plans and placing/covering waste in accordance with defined waste placement technique*

5.1.7 Staff Training

It is incumbent on Council to ensure staff and contractors associated with the operations of the waste facilities are knowledgeable in the content of site management documents, have been trained in their implementation and are competent and capable in their delivery.

Long Term Plans of Management (LTPoM) have been prepared for all of Council’s waste facilities and provide guidance on waste placement and compaction, principles to follow to minimise the production of leachate and the rehabilitation of previously disturbed areas. Council staff should be aware of the content and objectives of these LTPoM and be versed in the implementation.

It is therefore important that training, both start up and refresher training forms part of Councils standard procedures in the operation of the waste facilities

Conclusion – develop training plans for waste staff and contractors. This may take the form of engaging the geotechnical engineer who prepared the concept filling plans for the waste facilities to deliver initial training and knowledge

5.1.8 Litter Management

Fixed litter fences have been established in the vicinity of the active tipping areas at some sites and at the perimeter boundaries of other sites and retain much of the windblown litter coming from the active tipping areas. The litter contained against the litter fencing continues to accumulate and there is no program established to regularly collect and landfill the litter. Mobile litter fences are more effective, can be placed in close proximity to the active tipping areas and re-located as the tipping platform moves

Conclusion – Procure mobile litter fences and positioned fencing near to the active tipping areas to prevent the spread of windblown litter. Develop a program whereby the accumulated litter is collected routinely and landfilled

5.2 Waste Minimisation and Resource Recovery

5.2.1 Cost Benefit

There have been many studies that demonstrate the benefits of recycling and the NSW EPA has a calculator on its website that shows the value in monetary savings for recycling household materials. The key driver for Councils to provide kerbside or drop off recycling services in their communities is residents “feeling good” through their recognising the environmental benefits of recycling and by making a contribution to environmental sustainability from their own actions. There are many benefits to waste minimisation and recycling but it needs to be put in context.

Conclusion - For Central Darling Shire, the small population coupled with long distances between towns and villages together with large transport distances to recycling processing centres basically make most recycling initiatives non viable with the exception of the collection of scrap metal at the larger waste facilities and “return and earn” at Wilcannia

5.3 Organics Management

5.3.1 Overview

Statistics support the view that approximately 40% of the waste stream consists of organic material. This can be in the form of garden waste, lawn clippings, food waste, construction timber, pallets, poles, posts, bark, saw dust, mill wastes etc. The potential to recover these

material types, effectively manage contamination and reduce the quantity of organic material going to landfill is significant and cannot be understated. There is the reality however that each phase in the recovery, processing and re-use of organic wastes has a corresponding direct cost. Achieving a balance where environmental and social benefits equal or out way the costs of recovery, processing and re-use is the challenge confronting any Council

It is also important to understand that the processing of inert manufactured timber waste and garden waste requires a lower order of environmental control compared to the processing of organic waste containing food. Generally speaking, where food is involved processing systems are required to be enclosed, such as in tunnels, within impermeable fabric or other forms of covers to control odour, vermin, leachate and vectors. Simple systems, such as windrow composting, are not generally suitable where food waste is included.

Equally, the Raw Mulch Exemption limits the uses for shredded organic waste unless it complies with AS 4454 (Composts, Soil Conditioners and Mulches). However, shredded green waste (mulch) can be used beneficially at the waste facilities for a range of beneficial re-use purposes

5.3.2 Organics Management Plan

Fundamental to the future management of organic waste is in the balance of the cost to landfill this material with the corresponding consumption of landfill void space as opposed to the cost of segregating and shredding the organic waste for beneficial re- use in the operations of the landfill. The difficulty confronting Council is the fact that the waste facilities are not controlled nor supervised. The reality is that this status is unlikely to change in the near to medium term and the consequence is that separated green waste becomes highly contaminated. Contractors are unwilling to shred the material for fear of damage to their plant and any material that may be shredded is contaminated with foreign material There is little point in separating green waste if there is no viable re-use options. A better option would be to spread the stockpiled green waste, break it up and landfill the poorer quality product and use the better quality product for erosion/dust control or for covering waste.

Conclusion – green waste can be separated and stockpiled as a temporary measure. When suitable plant is available, that is larger plant with tracks such as dozer, excavator, the stockpiled green waste is spread, larger items of contamination separated and the green waste broken up using a number of passes of the track machine. The broken up green waste is then landfilled or placed on top of capped surfaces, depending on the quality of the finished product

5.3.3 Improvement Works

The long term plans of management prepared for the individual waste facilities have identified areas where improvement works need to be undertaken as a first priority to ensure the future

operation of the facilities can proceed to deliver cost benefits and improved environmental outcomes. These are defined in the LTPoM as “milestones”

In general, these works relate to the winning of cover material before future waste is placed or re-shaping and covering existing waste. The Amara concepts plans contained in the respective LTPoM provide guidance on these improvement works.

At this stage, these works (milestones) are likely to be unplanned expenditures and may require Council to apportion funds to enable the works to proceed. The likely cost of these works is included into the financial modelling contained in Part 5.4 of this strategic plan and within the individual long term plans of management.

Conclusion - 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

Summary of Actions

- 1. close and rehabilitate the Sunset Strip waste facility and provide long term aftercare.**
- 2. extend the domestic waste collection service to include residences at Sunset Strip**
- 3. Council operates the landfills using day labour and existing plant, adhering to adopted concept filling plans and placing/covering waste in accordance with defined waste placement technique**
- 4. develop training plans for waste staff and contractors. This may take the form of engaging the geotechnical engineer who prepared the concept filling plans for the waste facilities to deliver initial training and understanding**
- 5. procure mobile litter fences and positioned fencing near to the active tipping areas to prevent the spread of windblown litter. Develop a program whereby the accumulated litter is collected routinely and landfilled**
- 6. recycling initiatives are to be limited to the collection of scrap metal at the larger waste facilities and “return and earn” at Wilcannia**
- 7. green waste can be separated and stockpiled as a temporary measure. When suitable plant is available, that is larger plant with tracks such as dozer, excavator, the stockpiled green waste is spread, larger items of contamination separated and the green waste broken up using a number of passes of the track machine. The broken up green waste is then landfilled or placed on top of capped surfaces, depending on the quality of the finished product**
- 8. 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**
- 9. adopt measures to enable “pollution defence” to be demonstrated, including the procurement and installation CCTV stations at the Menindee, Ivanhoe, Wilcannia and White Cliffs waste facilities**

5.4 Resources

5.4.1 Overview

Council's ambitions for waste management and the resourcing to enable the delivery of those ambitions need to be in balance. The implementation of the "milestones" that will deliver the strategic plan need to be in balance with Council's adopted time frame and the available resources. Achieving this balance will be essential if the strategy delivery is to align with expectations. For this reason, the strategic plan is not overly ambitious. The focus is sustainability and working with the resources that are available to achieve realistic outcomes

Those given the responsibility of delivery will need to have the capability, the capacity and the commitment to do so. Capable means skills and knowledge, capacity means depth of resources and commitment means a pressing desire to deliver. The strategic plan will provide the pathway to deliver the adopted ambitions, but the implementation will rest with Council. Success will depend on support from Council and at the Executive and Management levels in providing capability, capacity and commitment.

The strategic plan implementation programs will require effort in their delivery by sufficient staff with the necessary specialist skills. This may require a revision of the roles and responsibilities of current staff and the engagement of additional human resources, either contractors or staff, for the delivery phases. It may also require an investment in current staff through skills development.

Financial modelling will be a valuable tool in predicting future operational income, operational expenditure and proposed capital works. A financial model has been prepared based on the 2020/21 Waste budget and the 2019/20 actual incomes and expenditures. This baseline model has been adapted to reflect the cost of the key proposed actions identified in this strategic review and should be used as a guide to the cost implications of adopting the defined pathways.

5.5.2 Financial Modelling

The financial model is simply a spreadsheet and Council can modify the model to reflect alternative approaches. The model is simply a tool to help predict the effect of proposed actions and the ensuing result to the bottom line and is based on information provided by Council together with assumptions.

How to Read the Financial Models

The recurrent income streams have been taken from information provided by Council based on the 2019/20 actual financials and the 2020/21 budgets for Waste. An annual increase of 2% has been applied in line with the Consumer Price Index (CPI).

Operational expenditures have been added where additional works are required at the waste facilities to reflect improvements to the landfill operations.

The cost of capital works has been included where capital improvements are required and much of the cost assessments are based on the estimates from similar activities undertaken at other Council sites or relevant information obtained by contractors in the waste industry.

The cumulative effect of operational income and operational expenditure is shown at the bottom line of "balance of reserves". Council should establish a Waste Reserve to ensure depreciation provisions are retained to enable the future requirements for capital purchase to be met. Any shortfall in operational income would need to be addressed by increasing fees and charges and the quantum of these increases would reflect into the Domestic Waste Management Charge payable by residents. Introducing gate fees at the waste facilities for domestic, commercial, industrial and demolition wastes has not been considered given this was tried in the recent past and subsequently abandoned..

Assumptions

- Sums identified in the LTPoM milestones are provisional sums only and are based on comparable industry costings
- The Sunset Strip waste facility will be closed, annual savings will be used in part to provide a domestic general waste collection service and part will be added to the operations of the Menindee waste facility
- Operational budgets for the Wilcannia, Menindee and Ivanhoe waste facilities will increase by 30% in order to achieve the LTPoM improvements.
- White Cliffs and Tilpa waste facilities will operate under current budgets
- Grant funding will become available for the provision of CCTV surveillance to the Wilcannia, White Cliffs, Ivanhoe and Menindee waste facilities
- Grant funding will become available for the procurement of litter fences for the Menindee, Ivanhoe and Wilcannia waste facilities

Baseline Financial Model

Central Darling Shire Council - Waste Management Long Term Financial Plan - Base Case

CPI for income forecasts				2%	2%	2%	2%	2%	2%	2%	2%	2%
	Job Number	Actual 2018/20	Budget 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30
Income												
Annual Charges												
Annual Charges		603,348	603,400	615,468	627,777	640,333	653,140	666,202	679,526	693,117	706,979	721,119
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
Sub-total Domestic Garbage Charges		603,348	603,400	615,468	627,777	640,333	653,140	666,202	679,526	693,117	706,979	721,119
Tipping Fees												
Tipping Fees		55,461	55,461	56,570	57,702	58,856	60,033	61,233	62,458	63,707	64,981	66,281
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
Sub-total Tipping Fees		55,461	55,461	56,570	57,702	58,856	60,033	61,233	62,458	63,707	64,981	66,281
Total Income		658,809	658,861	672,038	685,479	699,189	713,172	727,436	741,984	756,824	771,961	787,400
CPI for expenditure forecasts				2%	2%	2%	2%	2%	2%	2%	2%	2%
Expenditure												
Garbage & Sanitation												
Clean up Day Expenses		073-0031-0006	2,165	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343
Domestic Waste Collection												
- Wilcannia		073-0031-0008	16,343	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291
- Menindee		073-0031-0009	40,245	40,000	40,000	41,616	42,448	43,297	44,163	45,046	45,947	46,866
- Ivanhoe		073-0031-0010	8,677	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433
Street Furniture/Bus Shelters		073-0031-0011	0	0	0	0	0	0	0	0	0	0
Wheeler Bin R&M		073-0031-0023	160	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858
Sub-total Garbage & Sanitation			67,790	92,000	93,640	95,717	97,631	99,584	101,575	103,607	105,679	107,793
Tip Management Costs												
Tip Costs												
- Wilcannia		073-0031-0013	26,008	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291
- Sunset Strip		073-0031-0012	179	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717
- Tilloa		073-0031-0015	1,009	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343
- White Cliffs		073-0031-0016	4,100	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717
- Menindee		073-0031-0017	26,683	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150
- Ivanhoe		073-0031-0018	8,222	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575
Sub-total Tip Management costs			68,201	92,000	93,640	95,717	97,631	99,584	101,575	103,607	105,679	107,793
Street Cleaning Costs												
Street Cleaning Costs												
- Wilcannia		074-0031-0001	33,218	45,000	45,900	46,818	47,754	48,709	49,684	50,677	51,689	52,725
- Menindee		075-0031-0001	39,791	40,000	40,000	41,616	42,448	43,297	44,163	45,046	45,947	46,866
- Ivanhoe		076-0031-0001	22,304	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291
- Whitecliffs		077-0031-0001	8,778	11,000	11,220	11,444	11,673	11,907	12,146	12,389	12,636	12,888
Sub-total Street Cleaning Costs			104,091	121,000	123,420	125,888	128,406	130,974	133,594	136,266	138,991	141,771
Other Sanitary & Garbage		078-0031-0001	466	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858
Sub-total Other Sanitary & Garbage			466	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858
Other Expenses												
Tip Remediation as per Deon Schedule				0	0	0	0	0	0	0	0	0
Depn of Plant & Equip Value \$873,745 @ 5%				0	0	0	0	0	0	0	0	0
Depn of Other Infrastructure			46,824	46,824	47,760	48,716	49,690	50,684	51,697	52,731	53,786	54,862
General Overhead				0	0	0	0	0	0	0	0	0
Remediation Provision				0	0	0	0	0	0	0	0	0

Central Darling Shire Council - Waste Management Long Term Financial Plan - Base Case

CPI for income forecasts

Job Number	Actual 2019/20	Budget 2020/21	2% Forecast 2021/22	2% Forecast 2022/23	2% Forecast 2023/24	2% Forecast 2024/25	2% Forecast 2025/26	2% Forecast 2026/27	2% Forecast 2027/28	2% Forecast 2028/29	2% Forecast 2029/30
	46,824	46,824	47,760	48,716	49,690	50,684	51,697	52,731	53,786	54,862	55,959
Total Expenditure	287,372	356,824	363,960	371,240	378,664	386,238	393,963	401,842	409,879	418,076	426,438
Net Operating Surplus (Shortfall)	371,437	302,037	308,078	314,239	320,524	326,935	333,473	340,143	346,946	353,884	360,962

Central Darling Shire Council - Waste Management Long Term Financial Plan - Base Case

CPI for income forecasts

Job Number	Actual 2019/20	Budget 2020/21	2% Forecast 2021/22	2% Forecast 2022/23	2% Forecast 2023/24	2% Forecast 2024/25	2% Forecast 2025/26	2% Forecast 2026/27	2% Forecast 2027/28	2% Forecast 2028/29	2% Forecast 2029/30
Capital Income	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0
Net Capital Surplus (Deficit)	0	0	0	0	0	0	0	0	0	0	0
Reserve Transfer	371,437	302,037	308,078	314,239	320,524	326,935	333,473	340,143	346,946	353,884	360,962
Waste reserve balance 1 July	392,000	763,437	1,065,474	1,373,552	1,687,791	2,008,315	2,335,250	2,668,723	3,008,866	3,355,811	3,709,696
Cash Result for year	371,437	302,037	308,078	314,239	320,524	326,935	333,473	340,143	346,946	353,884	360,962
Waste reserve	763,437	1,065,474	1,373,552	1,687,791	2,008,315	2,335,250	2,668,723	3,008,866	3,355,811	3,709,696	4,070,658

Adjusted Financial Model

Central Darling Shire Council - Waste Management Long Term Financial Plan - Adjusted Model

CPI for income forecasts

Job Number	Actual 2019/20	Budget 2020/21	2% Forecast 2021/22	2% Forecast 2022/23	2% Forecast 2023/24	2% Forecast 2024/25	2% Forecast 2025/26	2% Forecast 2026/27	2% Forecast 2027/28	2% Forecast 2028/29	2% Forecast 2029/30	
Income												
Annual Charges												
Annual Charges (\$5 special charge removed)	603,348	603,400	607,468	619,617	632,010	644,550	657,543	670,694	684,108	697,790	711,746	
Sunset Strip			0	20,000	20,400	20,808	21,224	21,640	22,062	22,523	22,974	
			0	0	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	0	0	
Sub-total Domestic Garbage Charges	603,348	603,400	607,468	639,617	652,410	665,358	678,767	692,342	706,180	720,313	734,716	
Tippling Fees												
	55,461	55,461	56,570	57,702	58,856	60,033	61,233	62,458	63,707	64,981	66,281	
			0	0	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	0	0	
Sub-total Tippling Fees	55,461	55,461	56,570	57,702	58,856	60,033	61,233	62,458	63,707	64,981	66,281	
Total Income	658,809	658,861	664,038	697,319	711,265	725,491	740,000	754,800	769,897	785,294	801,000	

CPI for expenditure forecasts

			2%	2%	2%	2%	2%	2%	2%	2%	2%	
Expenditure												
Garbage & Sanitation												
Clean up Day Expenses	9073-0001-0006	2,365	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Domestic Waste Collection												
- Wilcannia	9073-0001-0008	16,343	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
- Menindee	9073-0001-0009	40,245	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804
- Ivanhoe	9073-0001-0010	8,677	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
- Sunset Strip			12,000	12,240	12,485	12,734	12,989	13,248	13,514	13,784	14,060	
Street Furniture/Bus Shelters	9073-0001-0014	0	0	0	0	0	0	0	0	0	0	
Wheeler Bin R&M	9073-0001-0020	160	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Sub-total Garbage & Sanitation		67,790	92,000	106,640	107,957	110,116	112,318	114,565	116,856	119,193	121,577	124,008
Tip Management Costs												
Tip Costs												
- Wilcannia (increase 30%)	9073-0001-0011	26,008	25,000	32,000	32,640	33,293	33,959	34,638	35,331	36,037	36,758	37,493
- Sunset Strip (close and monitoring)	9073-0001-0012	179	10,000	500	510	520	531	541	552	563	574	586
- Tips	9073-0001-0015	1,005	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
- White Cliffs	9073-0001-0016	4,100	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
- Menindee (increase 30%)	9073-0001-0017	28,683	30,000	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866
- Ivanhoe (increase 30%)	9073-0001-0018	8,222	15,000	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433
Sub-total Tip Management costs		58,201	92,000	104,740	106,835	108,971	111,151	113,374	115,641	117,958	120,313	122,720
Street Cleaning Costs												
Street Cleaning Costs												
- Wilcannia	9074-0001-0000	33,216	45,000	45,000	46,818	47,754	48,709	49,684	50,677	51,691	52,725	53,779
- Menindee	9075-0001-0000	39,751	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804
- Ivanhoe	9076-0001-0000	22,304	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
- Whitecliffs	9077-0001-0000	8,778	11,000	11,200	11,444	11,673	11,907	12,145	12,388	12,636	12,888	13,146
		104,051	121,000	123,420	125,888	128,406	130,974	133,594	136,265	138,961	141,771	144,606
Other Sanitary & Garbage												
	9079-0001-0000	466	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
		466	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Other Expenses												
Tip Remediation as per Dean Schedule			0	0	0	0	0	0	0	0	0	0
Depn of Plant & Equip Value \$873,745 @ 5%			0	0	0	0	0	0	0	0	0	0
Depn of Other Infrastructure		46,824	46,824	47,760	48,716	49,690	50,684	51,697	52,731	53,786	54,862	55,959
General Overhead			0	0	0	0	0	0	0	0	0	0

Central Darling Shire Council - Waste Management Long Term Financial Plan - Adjusted Model

CFI for Income forecasts	Job Number	Actual	Budget	2%	2%	2%	2%	2%	2%	2%	2%	2%
		2019/20	2020/21	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Remediation Provider		46,824	46,824	0	0	0	0	0	0	0	0	0
Total Expenditure		287,322	356,824	386,860	394,508	402,400	410,530	418,750	427,125	435,883	444,381	453,289
Net Operating Surplus (Shortfall)		373,437	302,037	277,178	302,721	308,774	314,951	321,260	327,675	334,230	340,913	347,732

Central Darling Shire Council - Waste Management Long Term Financial Plan - Adjusted Model

CFI for Income forecasts	Job Number	Actual	Budget	2%	2%	2%	2%	2%	2%	2%	2%	2%
		2019/20	2020/21	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Capital Income												
WALM Grant Ultra Fences					21,000							
WALM Grant CCTV		0	0	0	0	21,000	0	0	0	0	0	0
Capital Expenditure												
Wilcannia Milestone 1			10000				10000					
Wilcannia Milestone 2			5000									
Wilcannia Milestone 3						5000						
Ivanhoe Milestone 1			40000									
Ivanhoe Milestone 2				10000								
Merindee Milestone 1			8000									
Merindee Milestone 2			5000									
Tilse Milestone 1			5000	5000	5000							
Tilse Milestone 2						15000						
Tilse Milestone 3							5000	6000	6000	6000		
Sunset Strip closure			10,000	1,000	1,000							
Sunset Strip alternate				500	500	500	500	500	500	500		
Staff training				3,000								
CCTV Merindee, Ivanhoe, Wilcannia		0	83,000	24,500	6,500	20,500	15,500	6,500	6,500	6,500	0	0
Net Capital Surplus (Deficit)		0	(83,000)	(24,500)	(6,500)	(20,500)	(15,500)	(6,500)	(6,500)	(6,500)	0	0
Reserve Transfer		373,437	219,037	257,678	264,221	270,276	266,461	214,750	321,175	327,229	340,813	347,732
Waste reserve balance 1 July		352,000	783,437	682,474	1,238,152	1,531,373	1,810,644	2,110,100	2,424,880	2,746,020	3,073,754	3,414,668
Cash Result for year		371,157	219,037	257,678	266,221	270,276	269,451	214,750	321,175	327,229	340,813	347,732
Waste reserve		723,157	982,474	1,238,152	1,531,373	1,810,644	2,110,100	2,424,890	2,746,020	3,073,754	3,414,668	3,762,399

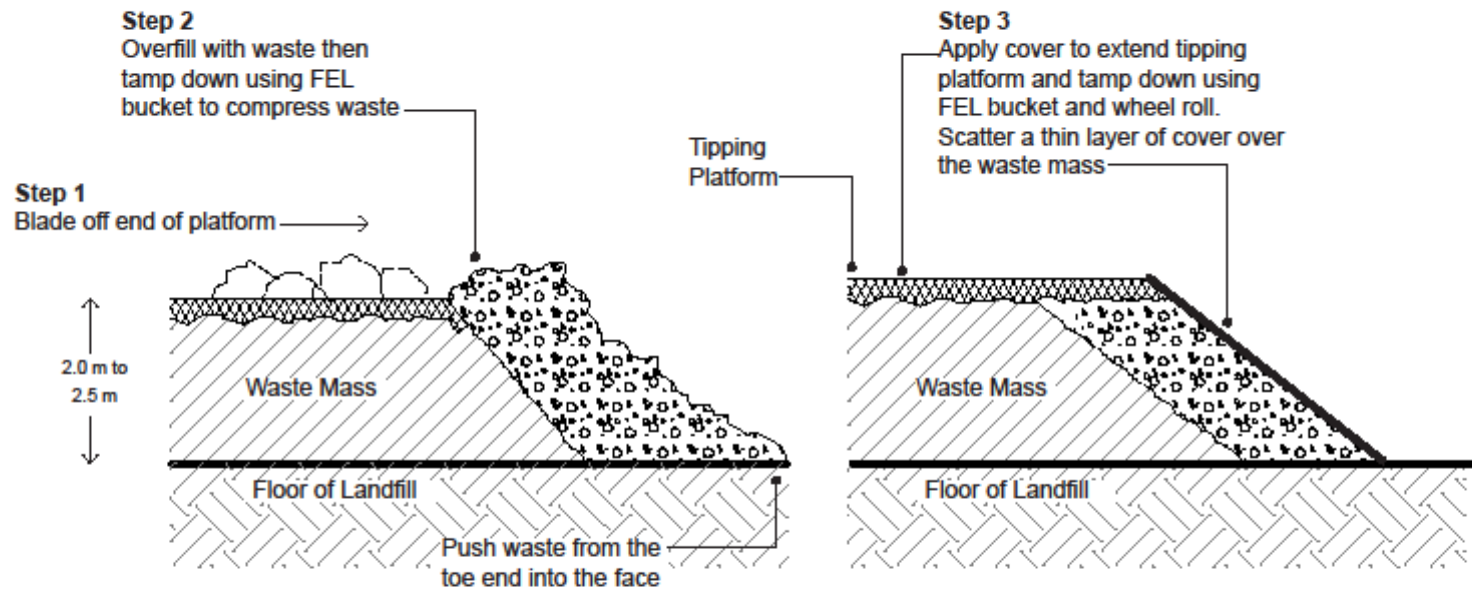
Notes to Accompany Adjusted Model

- increased DWMC by 20,000 to reflect SS inclusion
- removed SS special rate
- increased Menindee DWM collection costs by \$12,000
- removed SS management costs
- increased Wilcanna landfill mgt costs by 30% pa
- increased Menindee landfill mgt costs by 30% pa
- increased Ivanhoe landfill mgt costs by 30% pa
- included milestone capital costs for waste facilities
- added WLRM grant funding for CCTV and litter fences @ 70:30
- added SS monitoring (operational) and aftercare (capital)
- added staff training for implementation of LTPoM

What the model reveals

1. Operational income exceeds operational expenditure sufficiently to enable the implementation of the LTPoM works to proceed
2. Operational expenditure for the management of the Menindee, Ivanhoe and Wilcanna waste facilities can increase beyond the 30% proposed in the LTPoM as reflected into the adjusted financial model
3. The Waste Reserve will continue to accumulate

6. APPENDIX 1 – WASTE PLACEMENT TECHNIQUE



Note – Tamp down the exposed waste with the FEL bucket from the top and then, if accessible, from the toe area push any loose waste into the leading face. Then tamp in the exposed waste with the FEL bucket. Scatter some soil over the leading face from the top (and from the bottom, if accessible) after tamping is completed. This will save cover material and reduce windblown litter

WASTE PLACEMENT TECHNIQUE USING FEL ONLY

APPENDIX 2 - POLLUTION DEFENCE

The EPA enforces strict rules for land pollution to deter illegal dumping of waste including asbestos, waste tyres, hazardous waste, and restricted solid waste. There is a defence against a land pollution charge for unlicensed landfills, if those facilities maintain certain minimum standards.

By setting minimum operational standards for unlicensed landfills across NSW, the [Protection of the Environment Operations \(Waste\) Regulation 2014](#) (Waste Regulation) provides a defence to land pollution at unlicensed landfills.

This defence to potential prosecution under section 142 of the POEO Act would be available if the landfill operator, at the time of the alleged land pollution, maintained these minimum standards at their facility.

These standards include measures to

- reduce fire risk
- reduce odour, noise and dust
- control public access to the site
- generally maintain the facility

These minimum standards are not a mandatory practice, however, they do provide a defence for operators against potential prosecution for land pollution under section 142 of the POEO Act.

Actions proposed in the operation of Central Darling Shire Council's waste facilities to achieve pollution defence

- provide mobile litter fences and increase the frequency of litter collection and for waste placement, compaction and covering at the landfill sites
- erect signage advising that the lighting of fires is prohibited
- provide CCTV surveillance at the Wilcannia, White Cliffs, Ivanhoe and Menindee waste facilities
- use crushed green waste for erosion and dust control over disturbed surfaces
- adopt improved practices that will reduce the potential for the generation of leachate
- train staff in the delivery of the LTPoM

CENTRAL DARLING SHIRE COUNCIL

CONSTITUED 1 MAY 1959

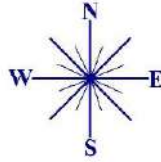
ABN: 65 061 502 439

E-MAIL: council@centraldarling.nsw.gov.au

WEBSITE: www.centraldarling.nsw.gov.au

PLEASE ADDRESS ALL
CORRESPONDENCE TO:

THE GENERAL MANAGER
PO BOX 165
WILCANNIA NSW 2836



PHONE: (08) 8083 8900

FAX: (08) 8091 5994

COUNCIL CHAMBERS
21 REID STREET
WILCANNIA NSW 2836

8 December 2022

Virginia Beard

Owner, Emmdale Roadhouse

15981 Barrier Highway

Wilcannia NSW 2836

Via email: emmdale2@gmail.com

Re: Emmdale Bore Agreement

Dear Virginia,

Further to our discussions regarding the bore located on your land, lot 2 DP757003, licence number 85WA753800, I provide the following information for your consideration.

Council will:

- Pay to you a sum of \$35,255.00 GST Inclusive for the reimbursement costs of Impax Drilling to construct the bore in 2018. Invoice reference from Impax Group, inv-0227
- Transfer ownership of the bore from you to Council and pay all associated costs of transfer and licences.
- Have the right to access your land for the purpose of bore access
- Have the right to install a 50mm blue line poly pipeline from the bore to the road reserve within lot 2 DP 757003, along the existing fenceline and not interfere with designated camping areas.
- Have the right to install a temporary trailer mounted generator to power a submersible pump in the bore to pump water to the Emmdale Aerodrome. The generator will be a self-contained hushpac unit that will be operated in daylight hours 7:00am to 5:00pm only unless permission is granted by you at the time of works for extended hours.
- Notify you at least 7 days in advance of programmed maintenance works.

You will

- Provide an invoice for the amount of \$35,255.00
- Retain the right to access and use the bore for emergency water use anytime you wish to do so. Irrigation from the bore is forbidden.
- Notify Council if, for any reason, access to the bore and/ or generator use is not permissible.

I attach a map with bore location and proposed pipeline route for your information

Emmdale Bore and Pipeline Route



If you have any queries or further comments, please contact me.

Once you are satisfied with arrangements in the agreement I will arrange for a formal instrument to be provided to you for signatures from both you and Council.

Regards,

A handwritten signature in black ink, appearing to read 'Reece Wilson'.

Reece Wilson
Director Shire Services

Our Ref: JRT:CKN:446131
Contact: Cody Newton
Contact Tel: 4626 5077
Contact Email: cnewton@marsdens.net.au

EMAIL: wilsonr@centraldarling.nsw.gov.au

Central Darling Shire Council
PO Box 165
WILCANNIA NSW 2836

2 February 2023

Dear Sir/Madam,

Re: Advice on agreement for bore ownership and property access - Emmdale Roadhouse (Lot 2 DP757003)

1. Background

1.1 On 9 December 2022, the Department of Planning and Environment – Water issued a Statement of Approval (85WA753988) (**Approval**) permitting the holder of the Approval to construct and use a bore of 225mm in diameter on Lot 2 in Deposited Plan 757003 (**Property**). The Approval was intended to replace the previous approval over the Property, being 85WA753800.

We understand that a bore is currently located on the Property.

1.2 The Approval was issued to Central Darling Shire Council (**Council**). Notwithstanding that Council is the Approval holder, the Property is owned by Vivid Ginger Pty Limited (**Vivid**).

1.3 Council has made an offer to Vivid as per the **attached** agreement which includes the transfer of the ownership of the bore, rights of access to the bore on the Property and rights to install pipeline and a generator on the Property (**Agreement**).

1.4 Council has requested our advice as to how to proceed with giving effect to the Agreement.

2. Advice

2.1 As Council is the holder of the Approval, Council currently has the right to use the bore located on the Property as well as to undertake construction of the bore in accordance with the Approval. As such, there is no requirement to have the Approval transferred to Council.

2.2 Therefore, the agreement between Council and Vivid will only need to consider and deal with the following:

- (1) Council's rights of access to the relevant Property for the bore and for construction; and
- (2) Council's rights to construct the pipeline and the generator on the Property.

2.3 There are three (3) ways that Council is able to proceed with the above:

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- (1) firstly, Council could seek a subdivision of the Property and have the relevant portion of the Property that the bore sits within (and that the proposed pipe will run) transferred or acquired by Council.
- (2) secondly, an easement could be granted in favour of Council over the Property allowing access as well as rights to drain water from the bore; or
- (3) finally, a lease or licence could be granted to Council allowing Council to access the Property.

2.4 To be able to consider what is the most appropriate option, consideration needs to be given to the Property itself.

We confirm that the Property is not held as freehold title. The Property is Crown Land held under the *Western Lands Act 1901* (**Western Lands Act**) and Vivid holds the land under a perpetual lease.

2.5 Therefore, any dealings with the Property must be in compliance with the Western Lands Act, and particularly section 18G and 18FA.

2.6 Whilst we will consider each option separately, it is our recommendation based on the information available that the best way to proceed is the granting of an easement in gross in favour of Council over the relevant land.

Subdivision and transfer

2.7 The first of the options available to Council is to have the land that the bore sits within subdivided and dedicated and/or transferred to Council.

2.8 Section 18FA deals with the subdivision of land held under the Western Lands Act. This section states that the Property may only be subdivided with the approval of the Minister administering the Western Lands Act (**Minister**). Therefore, to be able to have the relevant portion of the Property that the bore sits within excised, consent would first need to be obtained from the Minister.

The Minister is entitled to consent or refuse consent in his/her absolute discretion, and all costs associated with making the application must be borne by the applicant. The costs to Council of preparing and registering a plan of subdivision would likely be in the vicinity of \$1,500.00 to \$2,000.00 (including surveyor costs and registration costs), however a quotation would need to be obtained from a surveyor to confirm.

2.9 Presuming that this method of proceeding is agreed to by the Minister, consent would also then be required to have the land transferred to Council under section 18G.

Section 18G of the Western Lands Act states that:

“(1) Land held under a lease:

(a) in the case of land under the Real Property Act 1900 , may not be transferred, and

(b) in the case of any other land, may not be conveyed,

except with the consent of the Minister”

2.10 Furthermore, the subdivision would also require the consent of Vivid as the lessee of the lease.

- 2.11 Once the land has been transferred to Council, Council would be free to deal with the land as it pleases. Once the Approval ceases (presuming it is not extended), Council would either sell the land back to the adjoining owner or retain it as operational land (subject to the provisions of the Western Lands Act).
- 2.12 If the land is formally transferred to Council, arrangements would need to be included in the agreement for Vivid to retain access to use the bore (noting the ownership is transferred to Council).

Granting of an easement

- 2.13 The second option available to Council is to have an easement granted over the relevant land in favour of Council as a statutory authority.
- 2.14 If Council were to proceed in this manner, Council and Vivid would enter into an agreement for the granting of an easement. This agreement would deal with:
- (1) that any infrastructure relating to the bore is transferred to Council;
 - (2) the consideration being paid by Council which we understand is \$35,255.00 (inclusive of GST); and
 - (3) Vivid must grant Council "an easement for access and drainage of water" which would allow Council to not only access the property, but to undertake any works required (provided the easement is drafted appropriately).

Furthermore, the easement would also be able to govern that Vivid would retain the right to use the bore for emergency purposes.

- 2.15 The Western Lands Act does not provide any prohibition on the granting of an easement. Relevantly, section 18G(5) states that the provisions relating to the consent of the Minister being required "*do not apply to any conveyance affected for the purpose of creating, assignment or extinguishing an easement*".
- 2.16 It is open therefore for Vivid to grant to Council an easement in gross over the land without obtaining the consent of the Minister. An easement would run in perpetuity and would run with the land (meaning that if Vivid ever sold the land to a third party Council would retain the right to access the Property).
- 2.17 However, we note that the Approval granted to Council expires on 8 December 2032. Should Council proceed with an easement over the Property, the easement would remain on title beyond 8 December 2032 even if Council's right to use the bore under the Approval lapses (unless the easement is drafted in such a manner that it lapses on the Approval coming to an end).

Can you confirm for good measure Council's current intention? If Council intends to seek an extension or a further approval it would likely be in Council's best interest to have an easement which runs in perpetuity.

Even if Council does not wish to continue with the Approval, Council would be open to seek the consent of Vivid (or the owner at that time) to have the easement extinguished, and even if this is not agreed there is generally no issue with the easement remaining on title (it would just be redundant for Council's use).

- 2.18 Finally, we note a plan would need to be prepared which shows the site of the easement in order to have this registered with NSW Land Registry Services. The costs associated with this plan would however be less than the costs of a subdivision plan.

Granting of a Lease or a Licence

- 2.19 The final option available to Council is to be granted either a lease or a licence over the relevant land.
- 2.20 As the land is already the subject of lease between the Minister and Vivid, the lease Council would be required to enter into would be a sublease.
- 2.21 Under the Western Lands Act, consent is not strictly required for the granting of a sublease. Section 18G(5) states that the provisions relating to the consent of the Minister being required “*do not apply to any conveyance affected for the purpose of creating, assignment or extinguishing a sublease*”.
- 2.22 However, section 18G(6) does provide additional qualifications in respect of a sublease. Specifically, the sublease cannot be for a purpose inconsistent with the head lease (being “*business purposes (service station) and erection of a dwelling*”). Whilst the use of the land to access the bore under the Approval does not necessarily align with the above, provided it does not prohibit the use of the Property for that purpose it would not in our opinion be inconsistent.

Vivid must also notify the Minister within 28 days of granting of the sublease and Vivid must ensure that Council complies with the Western Lands Act in respect of the land.

- 2.23 A sublease between Vivid and Council would need to then be registered on title of the Property. One of the deficiencies with entering into a sublease for this purpose is that a lease by its very nature can only be entered into for a limited period of time (even if such period of time is 99 years). Whilst the sublease could be structured such that it expires in conjunction with the Approval, with the right to extend, this would however involve Council ensuring that they exercise the option to renew, failing which the Lease would lapse.
- 2.24 The final option available to Council is a licence (which would operate similarly to a sublease). The distinction between a sublease and a licence is that a licence does not grant Council any interest in the relevant Property, nor does it run with the land.
- 2.25 A licence could be entered into between Vivid and Council which would permit Council to enter the land, undertake works and continue to access the land for the purpose of the Approval. However, it is only a commercial agreement between Vivid and Council.

In the event that Vivid wishes to transfer the land to a third party, that third party is not automatically bound by the terms of the Licence unless it is either assigned to them or a separate licence is entered into. Whilst this can be built into the licence between Vivid and Council, it does present a risk to Council that a subsequent owner may wish to prevent Council’s use of the Property.

3. Conclusion

In light of the above, and the information provided, it is our recommendation that an easement in favour of Council is the best manner of proceeding to give effect to the intended arrangement between the parties and the Agreement.

Please do not hesitate to contact our office should you wish to clarify any aspect of the above, or if you wish for our office to begin preparations to prepare the relevant easement agreement.

Yours faithfully

MARSDENS LAW GROUP



CODY NEWTON

Associate

P.J. CRITTENDEN

Partner

Accredited Specialist Property Law

Encl.

TOURISM ACTION PLAN



2023-2025



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Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land.



Introduction and background

In 2022 the Far West Joint Organisation (FWJO) released its Destination Management Plan (DMP) for the NSW far south-west region. The DMP covers the local government areas of the four member councils of the FWJO including Central Darling Shire, Broken Hill, Wentworth Shire and Balranald Shire.

The DMP provides a strategic framework to drive and manage the future of tourism in the far south-west of NSW. It does this by:

- Setting directions and priorities to sustainably grow the visitor economy of the region.
- Providing guidance for the improvement and expansion of existing tourism assets within the member council areas;
- Providing a basis for identification and analysis of new and unrealised opportunities in local and regional tourism.

Amongst the findings of research conducted for the preparation of the DMP, the following are listed as critical factors in the growth of tourism across the region:

- Resourcing of tourism in the region needs to be Increased to strengthen the development and promotion of a sustainable visitor economy.
- Collaboration between the four Councils is needed to create a 'single voice' for the region through a more integrated approach to marketing and delivery of high-quality visitor services.
- There needs to be a greater focus on tourism industry engagement and development by member councils.
- A new, more appropriate model for Aboriginal cultural tourism is needed. The process to develop the new model needs to involve the region's Aboriginal communities through a genuine co-design process.
- Strategic investment is needed in infrastructure and precincts that deliver shared benefits to local communities and visitors to the region (e.g. history and heritage assets and outdoor event facilities).

Guiding principles and high-level goals

The DMP provides a set of Guiding Principles which provide important reference points in the pursuit of the priorities and actions suggested in the plan. These principles emphasise that all projects, actions and initiatives should be:

- Landscape-scale and inclusive of the whole region
- Informed (evidence-based)
- Customer-centric (visitor first)
- Future-focused (resonate with contemporary visitor markets)
- Contribute to the prosperity, cultural identity and well-being of the region's Aboriginal communities
- Measurable in terms of both deliverables and outcomes

In addition to these Guiding Principles, the DMP lists a series of High Level Goals designed to provide consistency and guidance to member councils in their development of actions and initiatives to facilitate growth in the local and regional visitor economy. These goals are as follows:

- Sustainably grow visitation to FSWJO region year-round
- Increase yield and the contribution of the visitor economy to the region's economy
- Encourage greater regional dispersal

About this plan

This Tourism Action Plan for Central Darling Shire has been developed around the Strategic Directions and Primary Projects outlined in the DMP. It provides an account of the actions and initiatives to be pursued by Central Darling Shire Council in observation of the DMP's recommendations in each of the four primary themes. These four themes are:

- 1. Enablers for success** - the 'Enablers' outlined in the DMP are a range of tourism strategies that may be regarded as critical foundations for tourism growth across the far south-west region. These foundations will also be key drivers for dispersal of tourists and visitors across the region, reducing the stress of concentrated visitation in various locations by creating strong incentives for visitation to multiple locations across the region. The enablers identified for the region are grouped into four primary areas:
 - i.** New model for Aboriginal cultural tourism – identified as a game-changer project for the region
 - ii.** Digital transformation and visitor services to future-proof the visitor economy
 - iii.** Cross-region collaboration and industry development, including investment in visitor research and sentiment analysis that can be shared across the LGAs
 - iv.** Connectivity and accessibility
- 2. Game changer projects** - the 'Game Changer' projects listed in the DMP are projects identified as having the greatest potential to create growth in the local tourism industry. The DMP emphasises that these projects will require significant investment, a strategic approach and collaboration between the four Joint Organisation member councils to pursue them successfully. These projects include:
 - i.** Co-design a new model for Aboriginal Cultural Tourism
 - ii.** Collaborate to revitalise visitor services across the region
 - iii.** Activate an expanded Wonder of Gondwana concept
- 3. Priority projects** – the 'Priority Projects' highlighted in the DMP are projects that respond to current trends in domestic and international travel. These trends indicate increasing visitor interest in nature-based and outdoor activities (including special interests), cultural tourism, health and well-being, sustainability, quality food and drink and more immersive, small group experiences. The Priority Projects listed in the DMP include:
 - i.** Odyssey travel by road, rail or air
 - ii.** Transformative experiences
 - iii.** Events in the landscape

4. Marketing – the DMP acknowledges that effective marketing is the key to creating a range of ‘standout’ tourism offerings and experiences. Underpinned by video, imagery, copy and inspiring itineraries, effective marketing in this context should involve the following strategies:
 - i. Bring the region’s stories, characters and landscape to life by ‘pulling on the heart strings’ (based on inspirational content)
 - ii. Provide high quality information to assist visitors plan and enjoy their trip (based on informational or rational content)
 - iii. Enable multichannel distribution, including through third-party channels such as DNSW and Tourism Australia and to support public relations (PR)

In addition to listing actions to be initiated by Central Darling Shire Council and its identified partners, this Action Plan identifies critical dependencies for the growth of tourism in the Central Darling Shire. It also provides an account of strategic partnerships to be pursued in developing tourism activities and initiatives and in growing the visitor economy of the shire.

Existing local tourism assets

Central Darling Shire is host to a wide range of tourism assets. These assets have the potential to provide rare and engaging opportunities for tourists and visitors. They include, but are not limited to:

- Local Aboriginal heritage and culture
- The Baaka (Darling River) – Aboriginal and European history
- Menindee lakes
- The Baaka Centre (to be completed)
- Wilcannia heritage architecture
- White Cliffs mining areas and underground accommodation
- Tilpa hotel
- Local and regional natural assets - outback landscapes, night skies
- Proximity to National Parks - Paroo-Darling, Kincheega, Mutawintji, Lake Mungo
- The Darling River Run
- Long Paddock touring route

CDS tourism - critical dependencies for growth

As a Council with very limited resources, Central Darling Shire is and will continue to be, highly dependent on a range of external factors and influences in facilitating the growth of tourism across the shire. In this regard it is of paramount importance that Council acknowledges and addresses these critical dependencies. The following table provides an account of these dependencies and Council's intended actions to address them.

DEPENDENCY	CDS ACTIONS TO ADDRESS
1. Baaka Centre completion	Manage Baaka Centre funding according to the auspice agreement Provide project oversight assistance during construction and the establishment of governance structures.
2. External funding for tourism projects, improvements and support	Continue to identify local tourism projects and improvements and seek appropriate funding – e.g. – Wilcannia motel proposal, roads improvements, way-finding.
3. Improved tourism infrastructure	Continue to pursue funding and support from other levels of government, to develop local tourism projects including the proposed Wilcannia motel, road improvements, walking trails and the FWJO Transport Plan.
4. Improved tourist/visitor road access to and between local natural assets	Continue to lobby appropriate government agencies and source funding for roads upgrades.
5. Building capacities of local cultural tourism providers	Advocate for the provision of local training and business support by appropriate agencies to enable local providers to establish a local cultural tourism industry.
6. Identification and effective marketing of CDS tourism assets	Lobby DNSWCO and DRNSW for assistance and support in marketing local tourism assets. Identify and apply for grants and funding for marketing of local tourism and visitor assets.
7. Improved public perception of Wilcannia	Continue to use social and mainstream media to build a positive profile for all locations across Central Darling Shire
8. Relationships with external agencies	Continue to liaise with appropriate external agencies to ensure their awareness and understanding of local tourism needs and priorities.

Developing strategic partnerships

In order to address the range of actions and initiatives outlined in the FWJO DMP, Council will need to develop strategic partnerships with a range of external agencies. The following table provides an account of the primary agencies that need to be targeted for these partnerships and the strategic outcomes to be achieved.

PARTNER AGENCIES	STRATEGIC OUTCOMES
Neighbouring councils	Develop and enhance cross-border visitor experiences Work together to develop regional messaging and marketing strategies Develop a range of shared marketing collateral
Dubbo Regional Council	Establish a Wiradjuri Cultural Centre – Baaka Centre alliance
Department of Regional NSW NIAA	Identify one-off and ongoing funding sources and opportunities
NSW National Parks and Wildlife Service	Develop shared marketing and public awareness collateral, identify and pursue opportunities for partnering on tourism projects
Destination Country & Outback NSW	Training, advocacy, capacity-building, relationship development for local Aboriginal cultural tourism businesses
NATOC	Foster and facilitate relationships with local cultural tourism providers mentoring, advocacy and capacity-building Provision of tourism project guidance and assistance
Create NSW	Funding and support for Aboriginal arts and cultural projects

Far West Region Prioritised Action Plan

The following Prioritised Action Plan (PAP) provides a comprehensive outline of short, medium and long-term actions and initiatives to be pursued in growing tourism and the visitor economy across the FWJO region.

The PAP has been developed in association with plan is derived from the FWJO DMP. It provides a detailed account of suggested actions and initiatives within the DMP's four primary themes which include:

- Enabler Projects
- Game Changer Projects
- Priority Projects
- Marketing

How to read the Action Plan

KEY — PRIORITY LEVELS:	KEY — ACTION PLAN TABLES:	ACRONYMS:
H — High priority	E — Enablers for Success	DNCO — Destination Network Country & Outback NSW
M — Medium priority	GC — Game Changer projects	DNRM — Destination Network Riverina Murray NSW
L — Low priority	PP — Priority Project addressing supply	DNSW — Destination NSW
O — Ongoing	M — Marketing and visitor services	NPWS — NSW National Parks & Wildlife Service
		VES — NSW Visitor Economy Strategy 2030
		CDSC — Central Darling Shire Council
		PAP — Prioritised Action Plan (FWJO)

FWJO Enabler Projects Action Plan

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
E 1.1	New model for Aboriginal cultural tourism	Refer GC2.1		
E 1.2	Facilitate digital transformation and visitor services to future-proof the region's visitor economy	<ul style="list-style-type: none"> i. Increase industry awareness of consumer behaviour and expectations relating to online and digital services, including e-commerce, online booking and flexibility (H) ii. Identify opportunities to expand facilities and services for 'digital nomads' or remote working as part of an odyssey journey as well as to support and enhance visitor experiences (O) iii. Promote more rapid adoption of new technology into traditional tourism and hospitality business practices as well as to enhance interpretation of history and heritage (H-M) iv. Implement a multichannel approach to visitor servicing (see: GM2.2) (H) 	<p>Ongoing from 2022</p> <p>Commence with 1.2.i to strengthen industry capability and meet consumer expectations</p> <p>Identify opportunities for the local industry to participate in seminars, workshops and other forums focused on digital transformation, including programs delivered by DNSW</p>	<p>All FWJO councils</p> <p>Local tourism and hospitality industry</p> <p>DNCO, DNRM & DNSW</p> <p>Neighbouring LGAs</p>
E 1.3.A	Continue to strengthen collaboration across LGA boundaries as well as with important stakeholders	<ul style="list-style-type: none"> i. Facilitate ongoing engagement with DNSW, DNCO, DNRM, NPWS, Cross-Border Commissioner and other local and regional tourism organisations (O) ii. Identify opportunities to work with other organisations or LGAs to achieve outcomes relating to investment attraction, experience development, industry capability and destination marketing (H) 	<p>Ongoing from 2022</p> <p>High priority to commence in FY2023</p>	<p>All FWJO councils</p> <p>DNCO, DNRM & DNSW</p> <p>Local and regional tourism and hospitality industry</p> <p>NPWS</p> <p>Neighbouring LGAs</p>

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
E 1.3.B	Strengthen industry engagement and capability development	<p>Four Councils should work together to develop and implement a shared engagement and capacity development program, including:</p> <ul style="list-style-type: none"> i. Strengthen industry engagement and networking, including through hosting forums and creating newsletter articles that enhance awareness of the latest trends and best practices in the visitor economy (O) ii. Implement a product and experience development program focused on enhancing existing and developing new experiences, products, accommodation and events (H-M) iii. Implement a program to connect major industry tourism operators with local tourism and hospitality providers in the region, including private air charters and rail packages (M) 	<p>Shared industry capability development program developed in FY2023</p> <p>Roll-out from first half of FY2024 and ongoing</p>	<p>All FWJO councils</p> <p>DNCO, DNRM & DNSW</p> <p>Local and regional tourism and hospitality industry</p>
1.3.C	Implement a regular visitor research program to provide meaningful insights into the region's visitor economy and the dynamic and evolving nature of consumer behaviour in tourism and travel, including for events	<ul style="list-style-type: none"> i. Confirm the key visitor segments – utilise existing research and data from the Situation Analysis along with any new data from Tourism Research Australia, DNSW and Tourism Australia (H-M) ii. Undertake visitor experience and sentiment analysis as well as qualitative research – e.g. <i>Travellers' Pulse</i> report provided as part of this DMP. This could be done every 2nd year (biennially) (H-M) iii. Develop audience personas to identify the most effective media activity and communication channels to connect the destination and its experience offering with priority audiences (H-M) 	<ul style="list-style-type: none"> i. High-medium priority to commence as part of ii below – first half of FY2024 ii. First half of FY2024 iii. As part of i & ii above - first half of FY2024 	<p>All FWJO councils</p> <p>Potential to involve DNCO & DNRM</p>

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
E 1.3.D	Foster and facilitate a strategic approach to attracting investment and talent, including grant funding	<ul style="list-style-type: none"> <li data-bbox="512 371 935 1016">i. FSWJO should monitor and provide advice and support to local businesses, organisations and community or volunteer groups to apply for visitor economy or other grants that can assist them grow, revitalise or enhance their experience or offering, including for events (O) Identify cross-boundary infrastructure projects that enhance access to and within the region as well as provide high quality visitor experiences. Includes: customer-centric design, robust master planning, feasibility analysis and return on investment (H-M) <li data-bbox="512 1032 900 1182">ii. As part of the industry engagement program, share insights into best practice workforce strategies with industry (H) <li data-bbox="512 1198 935 1317">iii. Facilitate the employment of older Australians, including to strengthen customer and visitor services (H – O) 	<p data-bbox="960 371 1190 555">Ongoing and in line with new grant funding announcements or approaches from potential investors</p> <p data-bbox="960 571 1150 689">Workforce strategies are a high priority – FY2023</p>	<p data-bbox="1216 371 1439 477">All FWJO councils DNCO, DNRM & DNSW</p> <p data-bbox="1216 492 1394 555">Department of Regional NSW</p>

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
E 1.4	Continue to improve connectivity and accessibility of the region	<ul style="list-style-type: none"> i FSWJO should continue to advocate for major infrastructure projects and improvements to enhance connectivity and accessibility on behalf of the four Councils and enable greater linkages between the LGAs (O) ii Activate the region's airstrips (public and private) to support private air charters for both the leisure and business markets (H-M) iii Most visitors arrive by private vehicle, including many travelling by 4WD or SUV. Persistent issues relate to visitor/road safety, unplanned road closures and alternative routes wet weather. This is exacerbated by an increasing number of inexperienced drivers. A priority is to enhance visitor information pre and during trip via online and digital channels (also refer GM2.2) (H) iv Support the extension of major initiatives such as <i>Silver to Sea Way</i> into Silverton and Broken Hill (Stage 2 and beyond) to strengthen connectivity to South Australia (O) v Support ongoing improvements to the region's existing touring routes (O) 	<p>Enhanced visitor information is a high priority – commence in 2nd half of 2022 then ongoing</p> <p>All other actions ongoing and have already been commenced</p>	<p>All FWJO councils</p> <p>Network of VICs</p> <p>DNCO, DNRM & DNSW</p> <p>Department of Regional NSW</p> <p>Cross-Border Commissioner</p>

FWJO Game Changer Projects Action Plan

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.1.1	Acknowledgement of Country signage	Work with local Aboriginal communities to identify, design and implement Acknowledgement of Country signage across the landscape and throughout the region (H)	A high priority for Councils to acknowledge the Traditional Custodians of Country – commence FY2023	All FWJO councils Local Aboriginal communities
GC 2.1.2	Work with the Aboriginal communities, representative organisations and businesses of FSW NSW to scope the pathway towards a new model for Aboriginal cultural tourism	<p>As part of the scoping process, consider:</p> <ul style="list-style-type: none"> i Identifying the aspirations, needs and expectations of local Aboriginal communities regarding the visitor economy (H) ii Developing a cultural map that highlights existing experiences as well as integrates the stories of connection to Country across the landscape (irrespective of LGA boundaries) that can be shared with visitors to the region (H) iii Incorporating a high-level analysis of the evolving environment for tourism to ensure that businesses are viable and sustainable (H) iv Involving local champions within the communities to build support, engagement and participation (H) v Identifying grant funding and partnership opportunities (e.g. with NIAA and NATOC) to develop a new model (H) 	Commence scoping in FY2023	All FWJO councils DNCO, DNRM DNSW NSW Aboriginal Tourism Operators Council (NATOC) NPWS National Indigenous Australians Agency (NIAA) Local Aboriginal communities

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.1.3	New model for Aboriginal cultural experiences	i. Commit to the co-design of a new model for Aboriginal cultural experiences with the local Aboriginal communities and organisations (H)	Subject to the scoping process outlined above (GM2.1.2), commence in FY2025	All FWJO councils DNCO, DNRM DNSW NSW Aboriginal Tourism Operators Council (NATOC) NPWS National Indigenous Australians Agency (NIAA) Local Aboriginal communities
GC 2.2.1	Develop a shared visitor servicing model for the FSW NSW region	<p>i. Prepare a visitor services strategy (VSS) for FSW NSW to identify and activate opportunities for collaboration between the four Councils and the region's VICs as well as with NSW NPWS, including single website and digital channels for the region and retail strategy (H)</p> <p>ii. Create remarkable content for multichannel distribution. Specifically, contribute to a shared program to capture and curate content (images, videos and copy) that presents the region as a single destination (H-M + O)</p> <p>iii. Create a shared program that builds awareness of all things travellers should know and plan for before they arrive (O)</p>	<p>Commence preparation of VSS as soon as practicable – FY2023</p> <p>Other actions subject to completion of VSS</p>	All FWJO councils Network of VICs DNCO, DNRM & DNSW

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.2.2	Create or curate experience packages for to commercial airlines (eg Qantas) as well as private air charters and rail services	<ul style="list-style-type: none"> i. Develop and commercialise end-to-end packages that integrate the range of on-ground services and experiences, including those offered by NPWS (M) ii. Work with air charter service providers and rail package retailers in key source markets such as Sydney, Melbourne and Adelaide to develop and promote packages of the on-ground experience offer (M) 	<p>Integrate key considerations into VSS</p> <p>Initial packages developed by end 2023 (FY2024)</p>	All FWJO councils Network of VICs DNCO, DNRM & DNSW
GC 2.2.3	Identify opportunities to develop bespoke or small group tours	<ul style="list-style-type: none"> i. Work with the local tourism industry, transport providers, NPWS and the hospitality sector to develop bespoke small group tours that can be packaged and sold through the VIC network - these can also be promoted by local accommodation providers (O) 	High priority based on current consumer trends and desires – FY2023	All FWJO councils Network of VICs DNCO, DNRM & DNSW
GC 2.2.4	Utilise the tourism and visitor servicing teams of the four Councils to lead a shared industry engagement program	Refer E1.3.B		All FWJO councils Network of VICs DNCO, DNRM & DNSW
GC 2.2.5	Coordinate and cross-promote the events program across the region	<ul style="list-style-type: none"> i. Events are a strength of the FSW region. However, greater coordination between the four Councils and NPWS to minimise competition for dates or audiences (O) ii. Cross-promote the FSW region's events calendar through visitor servicing channels – this has the benefit of encouraging repeat visitation and attracting new markets (H) 	Pursue opportunities for cross-promotion	All FWJO councils Network of VICs DNCO, DNRM & DNSW

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.2.6	Collaborate on wayfinding signage across the region	i. Develop and implement a simple wayfinding signage program that provides greater clarity for travellers and links to a single, region-wide map (online mapping as well as printed) (M)	Commence FY2025	All FWJO councils Network of VICs DNCO, DNRM & DNSW
GC 2.3.1	Collaborate with DNCO and DNRM to expand the <i>Wonder of Gondwana</i> concept to include night skies	<p>i. Undertaken an audit to identify existing and emerging experiences that link to and bring to life the <i>Wonder of Gondwana</i> concept and experience themes (M)</p> <p>ii. Create a narrative that supports the experience themes and guides content development (M)</p> <p>iii. Identify opportunities to create new experiences, for example in collaboration with private air charter companies and on-ground operators, including NPWS and to support initiatives such as Silver to Sea Way and Darling River Run (M)</p> <p>iv. Ensure integration with new or emerging opportunities such as those provided by the planned Baaka Cultural Centre in Wilcannia (M)</p>	Commence planning and scoping, including identification of hero experiences with DNCO & DNRM in FY2024	All FWJO councils Network of VICs DNCO, DNRM & DNSW NPWS, FCNSW & Crown Lands Outback Beds & Darling River Run
GC 2.3.2	Create an <i>Inspiration Guide to the Wonder of Gondwana</i>	<p>i. Develop an inspirational guide to provide information on and promote the Wonder of Gondwana</p> <p>ii. Create and curate high-quality content (images, short videos and copy) to support the development of the guide as well as for use in other owned assets (e.g. destination websites) and for multichannel distribution</p>	Subject to GM2.3.2 above	All FWJO councils Network of VICs DNCO, DNRM & DNSW

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.3.3	Develop an experience-led marketing campaign for the <i>Wonder of Gondwana</i> – to aim to unify and position FSW NSW as a must-visit destination	<ul style="list-style-type: none"> i. Identify potential funding sources to develop and implement a multi-year marketing campaign ii. Identify opportunities to involve other regions with experiences that enrich the campaign through its four primary experience themes 	Subject to GM2.3.2 above	All FWJO councils Network of VICs DNCO, DNRM & DNSW

FWJO Priority Projects Action Plan

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
PP 3.1	Work together to encourage product and experience development and link existing and emerging experiences across all four Council areas	<ul style="list-style-type: none"> i. Increase length of stay through accessibility to and enjoyment of nature, including (H): – Leverage existing trails to create more immersive walking experiences such as guided experiences and/or multi-day hikes that can be packaged with accommodation on park and/or in the towns and villages of the region as well as with accommodation providers who are part of Outback Beds ii. 4WD tours, including options such as self-guided itineraries, tag-along tours and guided experiences with local operators and/or NPWS iii. Create a seasonality guide to the FSW region 	Commence in FY2023	All FWJO councils Network of VICs DNCO, DNRM & DNSW NPWS, FCNSW & Crown Lands Outback Beds & Darling River Run
PP 3.2	Leverage the content and itineraries created for the multiple touring routes across and into FSW NSW to create a map and guide to the <i>Wonder of Gondwana</i>	<ul style="list-style-type: none"> i. Utilise touring routes, Wonder of Gondwana experiences and special interest activities (H) 	High priority to enrich content – FY2023	All FWJO councils Network of VICs DNCO, DNRM & DNSW NPWS, FCNSW & Crown Lands Outback Beds & Darling River Run

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
PP 3.3	Connect and promote the region's outdoor, nature-based experience offering	<ul style="list-style-type: none"> i. Undertake an audit of the region's outdoor, nature-based sites, facilities and activities across tenure and regardless of the respective land management agency or community-based organisations involved (H) ii. Identify outdoor, nature-based and adventure tourism operators and activity providers, from fishing to birdwatching, kayaking and mountain biking as well as Aboriginal cultural experiences delivered on Country (H) iii. Identify opportunities to elevate the promotion and packaging of the region's nature-based offering, including developing nature and adventure trails and to encourage greater regional dispersal - create a FSW NSW trail series (M) iv. Identify opportunities for strengthening collaboration with Forestry Corporation NSW (FCNSW), NPWS and organisations such as Outback Beds and Darling River Run to enhance promotion of nature-based experiences across the region as well as to prioritise opportunities for cross-tenure connectivity between sites and trails and to coordinate upgrade priorities for facilities (M) 	High priority to enrich content – commence FY2023 then ongoing	<p>All FWJO councils Network of VICs DNCO, DNRM & DNSW</p> <p>NPWS, FCNSW & Crown Lands</p> <p>Outback Beds & Darling River Run</p>
PP 3.4	Revitalise the region's interpretation of history and heritage	<ul style="list-style-type: none"> i. Create an overarching narrative that links the individual sites (museums and attractions) to bring a more compelling story to the history of FSW NSW (M) ii. Identify new experiences such as 'behind-the-scenes' tours, workshops or master-classes or 'meet-the-expert' sessions/functions (M) 	Commence FY2024	<p>All FWJO councils Network of VICs DNCO, DNRM & DNSW</p> <p>NPWS</p> <p>Museums and heritage managers</p>

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
PP 3.5	Amplify opportunities to profile the arts and creative sector	<ul style="list-style-type: none"> i. Continue to strengthen the profile of the arts, music and creativity in the experience offering of the region – this includes through the region’s events program - Include workshops or masterclasses with local artists and artisans (H) ii. Create opportunities for connecting the arts scene across the FSW region through expanding the <i>Broken Hill and Silverton Art & Culture Map</i> to cover the FSW region - Integrate and link opportunities for viewing Aboriginal art sites (H) 	Commence FY2024	<p>All FWJO councils Network of VICs DNCO, DNRM & DNSW</p> <p>Local arts and culture organisations and groups</p> <p>Local Aboriginal communities & organisations</p>
PP 3.6	Create a series of Taste Trails that featured produce of the region, including opportunities for a taste of bush-tucker	<ul style="list-style-type: none"> i. Design the trails to further encourage regional dispersal and lift the perception of the region’s culinary offering (food, drink and produce) ii. Highlight opportunities for tasting local produce with restaurants, cafes and chefs as well as drink and produce suppliers – Include opportunities for tasting native produce or bush tucker experiences 	Commence FY2024	<p>All FWJO councils Network of VICs DNCO, DNRM & DNSW</p> <p>Local produce suppliers and hospitality sector</p> <p>Local Aboriginal communities & organisations</p>
PP 3.7	Strengthen the programming of outdoor and larger-scale events (M)	<ul style="list-style-type: none"> i. Identify opportunities for new events (refer DMP, page 33 for further details) ii. Invest in the development of open space to support events (both large-scale and smaller, more intimate events) iii. As part of the shared visitor servicing model, collaborate of the development of pre-event and in-destination information and inspiration to extend the length of stay, including encouraging regional dispersal 	Ongoing from FY2024	<p>All FWJO councils Network of VICs DNCO, DNRM & DNSW</p> <p>Local event producers and hospitality sector</p> <p>Local Aboriginal communities & organisations</p>

FWJO Marketing Projects Action Plan

REF	STRATEGY	PRIORITY ACTIONS & HIGH-LEVEL PRIORITY	DELIVERABLES & INDICATIVE TIMEFRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
M 4.1	Create a joint three-year destination marketing plan to guide all marketing and marketing-communication activities (H)	<ul style="list-style-type: none"> i. Identify and focus on priority target markets, including special-interest markets ii. Identify a balance between owned, earned and bought channels - leverage third party channels through cross-referencing and sharing content - Integrate a proactive PR program + Guide a program of 'always on' content iii. Integrate opportunities for collaboration with surrounding regions and experiences, such as road trip itineraries iv. Align with the evolving experience offering of the region, including celebrating the opening of new visitor-related infrastructure or the revitalisation of existing 	High priority – commence FY2023	All FWJO councils

Central Darling Shire Tourism Action Plan

The following table is the Tourism Action Plan for Central Darling Shire Council. It is based on the FWJO Prioritised Action Plan and provides an account of actions and initiatives to be pursued by Central Darling Shire in observation of the Prioritised Action Plan (PAP) for the region over the next two years (FY 2023-24 – 2024-25). The Tourism Action Plan will be renewed every two years based on projects to be pursued as outlined in the FWJO Prioritised Action Plan.

This Action Plan for Central Darling Shire is prioritised according to the specific needs of the shire and its communities, anticipated resources required to pursue tourism actions and initiatives. Commencement of many of the projects listed will be dependent on sourcing external funding.

PAP REF	STRATEGY	CDSC ACTIONS & INITIATIVES	TIME FRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
ENABLERS FOR SUCCESS				
E 1.2 (iii)	Promote more rapid adoption of new technology into traditional tourism and hospitality business practices as well as to enhance interpretation of history and heritage.	Maintain the CDS wayfinding app Participate in the establishment of tourist information kiosks across the region Continue to support and participate in the establishment of the Baaka Centre	2023-25	CDSC FWJO councils Consultants Government agencies
E 1.3D (i)	FWJO should monitor and provide advice and support to local businesses, organisations and community or volunteer groups to apply for visitor economy or other grants that can assist them grow, revitalise or enhance their experience or offering, including for events.	Continue to engage consultants to identify and apply for appropriate grants and funding for community groups	2023-25	CDSC Consultants
E 1.3D (ii)	Identify cross-boundary infrastructure projects that enhance access to and within the region as well as provide high quality visitor experiences.	Continue to participate in the development of the FWJO Transport Plan to identify key tourism transport routes and advocate for improvements	2023-24	CDSC FWJO councils Government agencies

PAP REF	STRATEGY	CDSC ACTIONS & INITIATIVES	TIME FRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
E 1.4 (i)	FWJO should continue to advocate for major infrastructure projects and improvements to enhance connectivity and accessibility on behalf of the four Councils and enable greater linkages between the LGAs.	REF E 1.3D – FWJO Transport Plan Work with other FWJO councils to advocate for improved telecommunications infrastructure and access by a range of service providers across the region.	2023-25	CDSC FWJO councils Government agencies
E 1.4 (ii)	Activate the region's airstrips (public and private) to support private air charters for both the leisure and business markets.	<ul style="list-style-type: none"> Maintain and improve airstrips and associated facilities to ensure their suitability for tourism operations. 	2023-25	CDSC Government agencies
E 1.4 (iii)	enhance visitor information regarding visitor/road safety, unplanned road closures and alternative routes wet weather, pre and during trip, via online and digital channels (also refer GM2.2)	<ul style="list-style-type: none"> Continue to maintain CDS coverage on Live Traffic NSW. Continue to ensure that electronic signage re road closures is operational. 	2023-25	CDSC RMS
GAME CHANGER PROJECTS				
GC 2.1.1	Work with local Aboriginal communities to identify, design and implement Acknowledgement of Country signage across the landscape and throughout the region	Welcome to Country signage to be installed across the shire in 2024.	2023-24	CDSC Local communities
GC 2.2.1	Prepare a visitor services strategy (VSS) for FSW NSW to identify and activate opportunities for collaboration between the four Councils and the region's VICs as well as with NSW NPWS, including single website and digital channels for the region and retail strategy	Work with the FWJO to source funding to develop a Visitor Services Strategy for the far west.	2023-24	FWJO councils

PAP REF	STRATEGY	CDSC ACTIONS & INITIATIVES	TIME FRAME (FY)	RESPONSIBILITIES & PARTNERSHIPS
GC 2.2.3	Work with the local tourism industry, transport providers, NPWS and the hospitality sector to develop bespoke small group tours that can be packaged and sold through the VIC network - these can also be promoted by local accommodation providers	Work with appropriate peak agencies to advocate for the provision of training, mentoring and skills development for local tourism providers.	2024-25	CDSC NITAG DNSWCO DRNSW
PRIORITY PROJECTS				
PP 3.5 (i)	Continue to strengthen the profile of the arts, music and creativity in the experience offering of the region – this includes through the region’s events program - Include workshops or masterclasses with local artists and artisans	Work with the Baaka Centre Board of Management to establish a local Artist in Residence program.	2023-25	CDSC Baaka Centre Board of Management



**CENTRAL
DARLING**
SHIRE COUNCIL

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Meeting Date	Section	Section	Item No	Item Header	Resolution / Resolution	Action Items	Resolution Status
10/19/2022	6	NOTICE OF MOTION	6.1	MENINDEE LANDFILL	03-10-22 That a report on the Menindee Landfill be presented to a future Council Meeting detailing 1. Requirements to address disposal, recycling, Fire control, windblown litter (including upgrade fencing) and signage to improve operations at the landfill. 2. Estimate to seal the existing gravel road to the landfill. 3. That Options be developed including costings for public consultation. 4. That a future Management Plan and Operational Procedures be	That a report on the Menindee Landfill be presented to a future Council Meeting detailing 1. Requirements to address disposal, recycling, Fire control, windblown litter (including upgrade fencing) and signage to improve operations at the landfill. 2. Estimate to seal the existing gravel road to the landfill. 3. That Options be developed including costings for public consultation. 4. That a future Management	IN PROGRESS
10/19/2022	6	NOTICE OF MOTION	6.2	MENINDEE RFS FACILITIES	04-10-22 That the GM meet with RFS Zone Management to determine any future Plans to upgrade or replace the Menindee RFS Shed.	That the GM meet with RFS Zone Management to determine any future Plans to upgrade or replace the Menindee RFS Shed.	IN PROGRESS
11/23/2022	11	Shire Services Reports	11.1	URBAN AND RURAL ADDRESSING PROJECT PROGRESS REPORT	13-11-22 That Council will: 1. Receive the report 2. Endorse (a) The draft street addressing, as exhibited. (b) The exhibition for 60 days for the community to nominate names for the unknown road, street and lane names	The exhibition for 60 days for the community to nominate names for the unknown road, street and lane names	IN PROGRESS

12/14/2022	13	CONFIDENTIAL MATTERS	13.2	WHITE CLIFFS RETICULATION - TENDER RECOMMENDATI ON	19-12-22	and carried with further negotiation required with the preferred contractor or the possibility of council completing the works... That Council will: 1. Receive the report 2. The tender submitted by Utilstra Pty Ltd be passed over due to insufficient non-price score; 3. Due to insufficient funding Council should reject all tenders and consider its options which may include: (a) direct negotiation with the preferred tenderer for a lesser scope of works or (b) undertaking the works internally		IN PROGRESS
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12/14/2022	13	CONFIDENTIAL REPORTS	13.4	YAMPOOLA CALVERT UPGRADE TENDER	21-12-22	Receive the report 2. Resolve to award tender CDSC 1/2023 to Murray Constructions Pty Ltd for Option B – Design and Construct Precast Bridge 24m length for the sum of \$909,910.00 GST Exclusive		IN PROGRESS
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