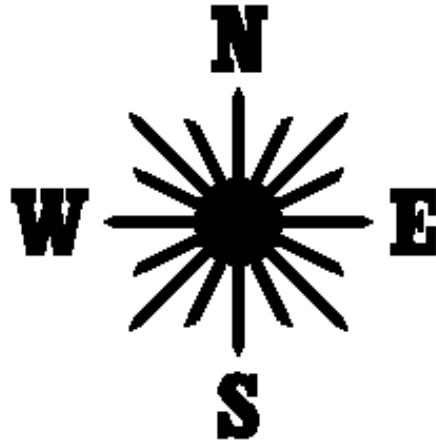


CENTRAL DARLING



SHIRE COUNCIL

ORDINARY COUNCIL MEETING

BUSINESS PAPER

26th AUGUST 2020

The Meeting will be held at 9.00am in the
Council Chambers, 21 Reid Street, Wilcannia.

MISSION STATEMENT

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

RECORDING AND WEBCAST OF COUNCIL MEETINGS

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

PUBLIC RECORDING PROHIBITED WITHOUT COUNCIL AUTHORITY

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

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

PHOTOGRAPHY PROHIBITED WITHOUT PERMISSION

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

PUBLIC FORUM - EXTRACT FROM THE CODE OF MEETING PRACTICE POLICY

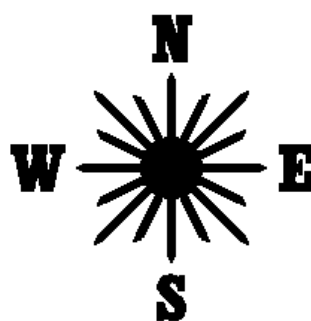
1. The Council may hold a public forum prior to each ordinary meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary Council meetings and meetings of Committees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

nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the General Manager or their delegate is to determine who will address the Council at the public forum.

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

20. If the Chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in Clause 4.19, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
21. Clause 4.20 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.
22. Where a speaker engages in conduct of the type referred to in Clause 4.19, the General Manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the General Manager or their delegate considers appropriate.
23. Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council or Committee meeting. The Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the Councillor who made the declaration.

CENTRAL DARLING



SHIRE COUNCIL

ORDINARY COUNCIL MEETING

Wednesday, 26th August 2020
9.00am
Council Chambers
21 Reid Street, Wilcannia

BUSINESS PAPER AGENDA

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1. OPENING OF MEETING

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

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. APOLOGIES AND LEAVE OF ABSENCE

4. DISCLOSURES OF INTEREST

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

Recommendation:

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

5. CONFIRMATION OF MINUTES

5.1 ORDINARY MEETING – 22nd July 2020

Recommendation:

That the Minutes of the Ordinary Council Meeting held on 22nd July 2020 be received and confirmed as an accurate record.

Attachments:

1. [DRAFT Minutes July 2020 Ordinary Council Meeting](#)

5.2 BUSINESS ARISING

6. MAYORAL (ADMINISTRATOR) MINUTE(S)

REPORT AUTHOR: ADMINISTRATOR
RESPONSIBLE DIRECTOR: ADMINISTRATOR

An area of concern since my appointment as Administrator in December 2018 has been how Council engages with and how our diverse community could provide input into strategic issues and decision making.

I am aware that there are some concerns that Council will remain in administration until September 2024 with the loss of representation by not having elected councillors. On the other hand, I have received advice from other sections in the community that continued administration is necessary and supported.

Having been in the position for some 18 months has allowed me to understand where the organisation is at, get to know the community and be made aware of issues facing the shire.

As an organisation we have made significant progress in strengthening our financial position, rebuilding networks within government and addressing underlying legacy governance issues.

There is still much to do as we continue to build a robust organisation with the systems processes and culture to support an elected body.

A rural remote Council such as Central Darling will continue to face a mountain of challenges as it seeks to meet community needs whilst operating within a low rate base and heavy dependence on government grants. It for this reason we must continue to work with government to build a robust sustainable model for future local government for the shire.

To address community concerns we have been working on a project to enable Community input into Councils strategic direction and permit local input into the governance of the organisation.

The project will focus on building stronger and more resilient communities throughout the shire whilst building a governance framework that ensure community engagement.

The key elements of the project are:

- Review and restructure of s355 Committees
- Review the Community Strategic Plan and associated supporting plans
- Develop Locality based strategic plans
- Form Local Advisory Committees

The next steps:

Adoption of a Community Engagement Strategy

The Community Engagement Strategy will guide a consistent approach when engaging with the Central Darling Shire community.

Engagement assists Council to:

- Better meet the needs of the community
- Tap into local knowledge and expertise
- Have a more informed community
- Encourage and enable the community to participate in decision making
- Ensure Council works on behalf of the people in the community
- Meet the requirements of legislation, policies and procedures.

This policy aims to:

- Gauge the needs of the Community by ensuring residents are given equal opportunity to be included, informed, and contribute
- Reduce misinformation and/or miscommunication
- Gather ideas and input from the community
- Make decisions that will strengthen and improve the social fabric of the community
- Reinforce community ownership in the decision-making process
- Enable Council to make sustainable decisions
- Enable Council to be transparent and equitable in all decisions

Review S355 Committees

This Review and restructure of the various Council s355 Committees, that manage Council facilities involves possible consolidation of committees. These committees will be directly supported by a nominated Council Officer, which will also provide a direct linkage into management. Initial discussions have been held with a positive response, with a series of meetings to be held commencing this month, subject of course to any COVID-19 related restrictions.

Once this concept is discussed with the local groups and accepted; a formal public process will be undertaken to seek wider nomination for committee membership.

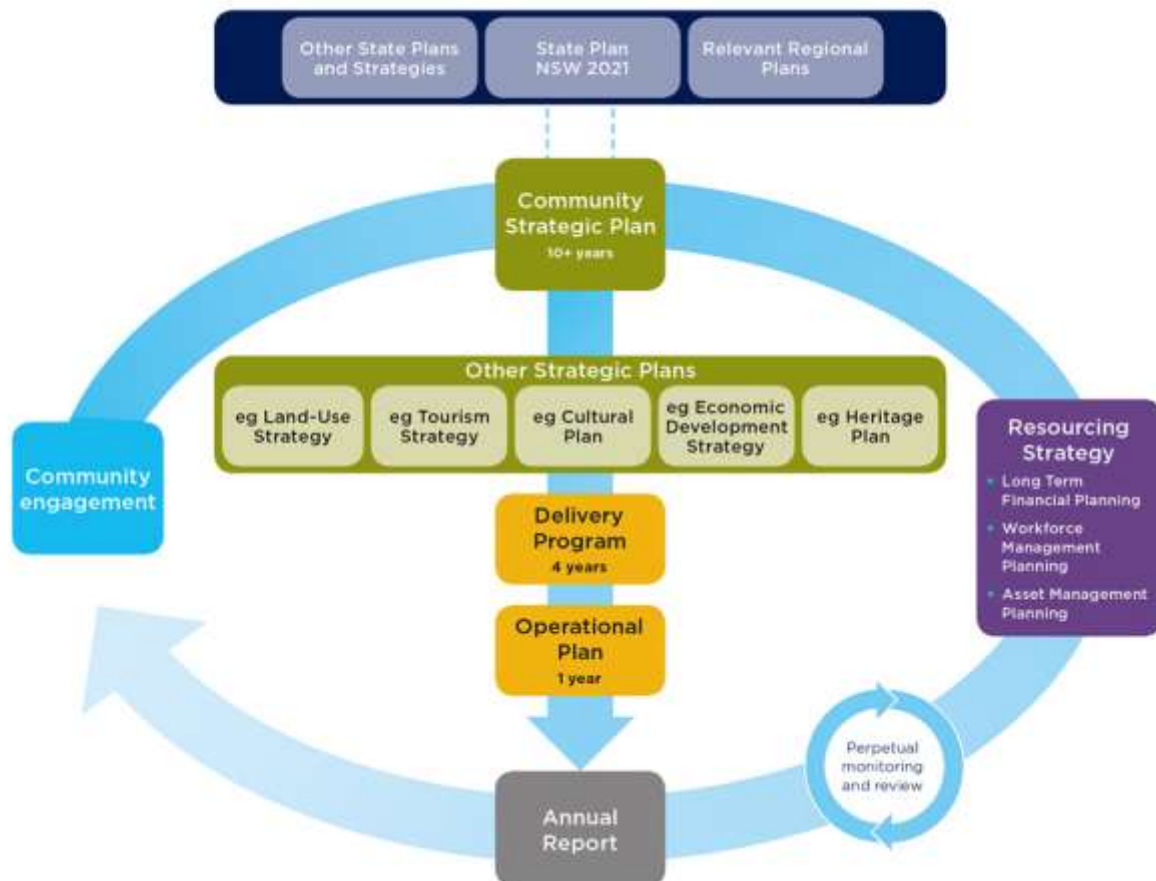
These committees will be the go-to-groups for local communities for the management of local facilities.

It is fair to say Council has depended on these groups to manage local facilities in the past without an adequate level of engagement.

Review of the CDS Community Strategic Plan

Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The process is set out in the following diagram



A Community Strategy Plan (CSP) describes the community's vision and aspirations for a period of ten or more years.

The Central Darling Shire CSP is a community document which sets out priorities and aspirations for the future covering a period of at least 10 years.

This is the community's plan for its future.

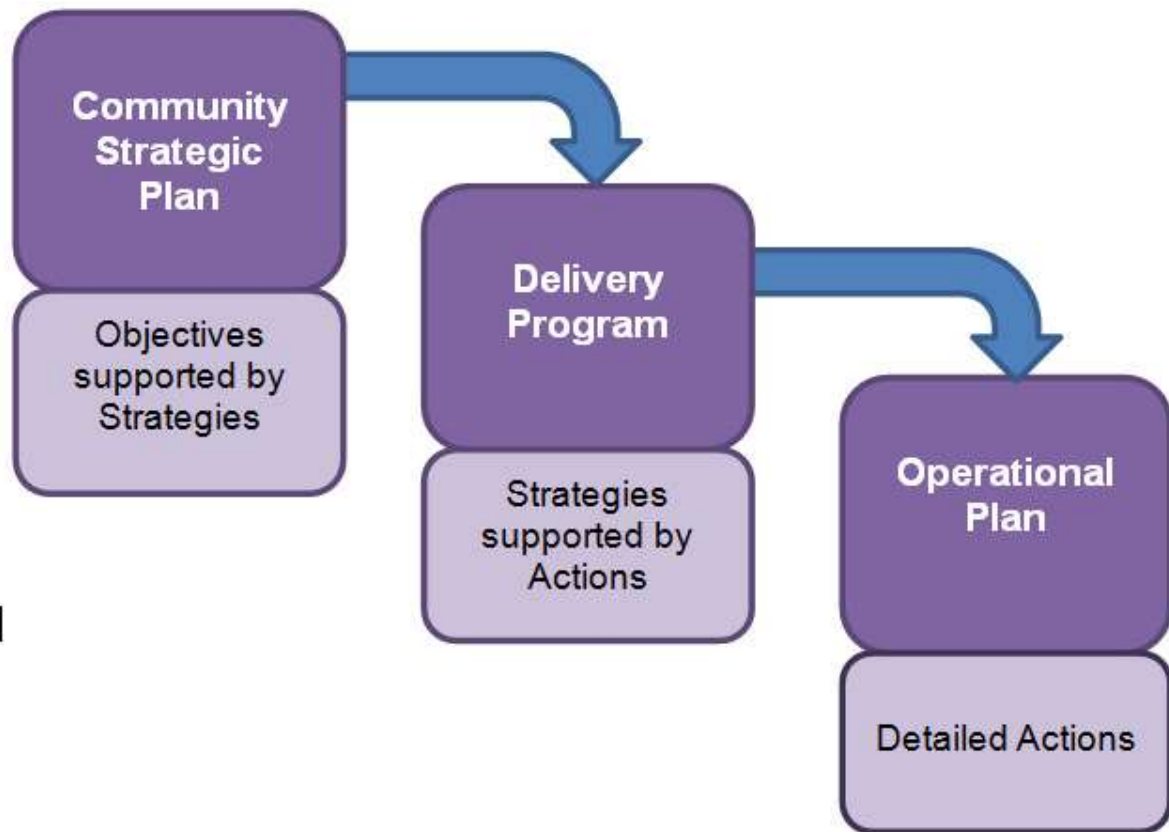
Council has a custodial role in engaging, refining and preparing the plan on behalf of its community.

As it is possible the community will identify aspirations that are not council's full responsibility or role to implement, council may need to partner with state government agencies and community groups to deliver the plan.

Key requirements:

- The plan must be for a minimum of 10 years
- Identify community priorities and aspirations
- Includes a vision, strategic objectives and strategies to achieve those objectives
- Must address the quadruple bottom line: social, environmental, economic and civic leadership issues
- Based on social justice principles: equity, access, participation and rights
- Give due consideration to the State Plan and other relevant state and regional plans
- The community must be engaged in the development of the plan in line with the Community engagement strategy created for the purpose.

- Must be endorsed by council after being on public exhibition for at least 28 days.



The CSP addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

The implementation of the CSP is supported by a suite of integrated plans that include actions to support the strategies identified in the CSP.

Delivery program – A 4-year plan that sets out the strategies from the CSP that will be priorities for the current council term. The CSP flows directly into the key actions identified in the Delivery Program for Council to implement over its term of office.

Operational plan – A annual plan containing detailed actions from the Delivery program including budget.

Resourcing strategy – a suite of 3 key plans that support the implementation of the CSP

- Long term Financial Plan
- Workforce Management Plan
- Asset Management Plan

Reporting requirements include the Annual Plan and End of Term Report which updates the community on progress of achieving the CSP.

1. Develop locality-based Community Development Plans

Council will work with local communities to create unique strategic plans for each town and village.

These Strategic Plans will provide strategic direction for Council and the Community Advisory Committees to support and grow their communities.

The plans determine the work conducted in the townships as set out in the Delivery Plan and will ensure that residents have a direct say in the development of their communities.

These Plans will be used by each Committee and Council to apply for grants and funding and will provide strategic direction for the development of each of the Shire communities.

2. Development of Supporting Plans

Underpinning the CSP, DP and the resourcing strategy are a suite of documents that will be developed with community input,

- **Advocacy Plan**

Council is committed to working with its residents, government and stakeholders to support our communities to grow and improve social capital, and the natural and built environments.

The priorities within the Advocacy Plan will be informed by the longer-term plans of Council such as the CSP, Delivery Program and Asset Management Plan.

It will identify those key projects and infrastructure that will provide funding from State and Federal Governments.

- **Destination Management Plan**

The Destination Management Plan (DMP) will establish strategies for destination development for the entire shire, and outline the roles and structure governing tourism, clearly articulating Council's and the community's vision for the future.

- **Disability Action Plan**

This plan is a key part of Council's commitment to Disability Inclusion Action Planning as prescribed through the Disability Inclusion Act 2014 (DIAP 2014).

Council's Disability Inclusion Action Plan (DIAP) will support the fundamental right of choice for people with disability to choose how they live their lives, to access opportunities and enjoy the benefits of living, working and visiting.

- **Waste Management Strategy**

The purpose of the Waste Management Strategy is to describe the principles, procedures and management of the waste generated within the shire.

Council will develop this Plan to ensure wastes are reduced, reused and recycled wherever possible and that all landfills in the shire are operated and managed sustainably.

3. Establish Community Advisory Committees

Community Advisory Committees will be established for each locality comprising local representatives. These will advise and inform the administrator and the General Manager on Council operations and provide input into any possible future models of governance. It is envisaged the Administrator and GM would meet with these Committees each quarter.

There is a role for these committees to monitor the agreed local plan and shire CSP plus bring forward community that may arise outside the various plan horizons. These committees will be established on the completion of the CSP.

7. FINANCIAL REPORTS

7.1 PROGRESS TOWARDS SALE OF LAND FOR UNPAID RATES AUCTIONS

REPORT AUTHOR: ACTING RATES OFFICER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

This report provides an update on the progress towards the Sale of Land for Unpaid Rates and Charges Auctions planned for late October 2020.

RECOMMENDATION:

That Council will:

- 1. Receive and note the report.**
- 2. Note that monthly reports will be provided to Council until such time that the auctions have concluded, and the sale process has been finalised.**

BACKGROUND:

Section 713 of the *Local Government Act 1993* (the LGA) provides that Council may sell land by public auction where rates and charges remain unpaid for a period of five (5) years or longer.

At its Ordinary Meeting on 25 March 2020, Council resolved to sell 111 properties at public auctions, or by private treaty subsequent to such public auctions, but to defer advertising and scheduling of such auctions until such time that it is considered appropriate to proceed in light of the Covid-19 situation, which was beginning to evolve at that time.

At its Ordinary Meeting on 24 June 2020, Council endorsed that sale of land auctions be conducted in the week commencing 26 October 2020, for 104 properties, with auctions held at venues in Wilcannia, Ivanhoe and Menindee.

Council received and noted a progress report on the matter at the Ordinary Meeting 22 July 2020.

REPORT:

Since the progress report on the matter was received at the Ordinary Meeting 22 July 2020 the following has occurred:

1. Agency Agreement with Ray White Broken Hill (to act as Agents/Auctioneers in the sales) executed 23 July 2020.
2. Notices of proposed sales were published in the NSW Government Gazette, Friday 24 July 2020, the Barrier Daily Truth, Saturday 25 July 2020

This fulfils Council's statutory requirements to advertise the proposed sales not less than three months and not more than six months before the proposed auctions.

Notice of proposed sales was also published in the Riverine Grazier, Wednesday 29 July 2020 (to ensure community awareness in the Ivanhoe area). Detailed

information was also posted to Council's website on 3 August 2020 with a post to Council's Facebook page, linking to the website article. Further advertising and marketing will occur as part of the selected Real Estate Agent's marketing campaign as detailed later in this report.

3. Notices have issued to owners, occupants and other known interested parties including to adjoining landowners, of 27 remote rural parcels, in cases where they appear to represent the best prospect for a sale.
4. Payment Arrangements – Staff have continued to seek payment or sustainable payment arrangements from those ratepayers with who contact is possible. In some instances, discussions have also occurred with family members of deceased owners.
5. At this stage, those efforts have resulted in successful negotiation for full or part payment or ongoing payments arrangements and withdrawal from the sale in respect of five properties which are owner occupied dwellings.

One further matter is pending resolution through sale of the property by the owner which is expected to be completed by 30 September 2020.

Discussions are continuing with one other with a view to having that debt cleared by 30 September 2020.

Additionally, 3 remaining occupied properties, 2 of which we believe are non-owner occupied, will be served with a letter (personally at the property) informing them of the proposed sale.

There remain 98 properties listed for sale at this time.

Adjoining/Surrounding Property Owner Concerns – Land Locked Parcels

There are 20 remote rural properties (included in the 100 properties that remain listed for sale), which are land locked and/or effectively occupied by large agricultural holdings/stations. Of these, only one appears to have a legal right of access as it fronts a public roadway

It is understood that this position has arisen from these freehold parcels, be omitted from the property conveyance/transfer process when the surrounding Western Land Lease properties were sold. In most cases this omission occurred decades ago and in some cases over 100 years ago, and effectively left these freehold parcels orphaned.

These "orphaned" freehold parcels were identified by the relevant NSW Government authorities in the mid 2000's, when it conducted a project to reconcile spatial and titling information. Once these parcels were identified, they were valued by the Valuer General, as required under the [Section 14 of Valuation of Land Act 1916](#), and rated by Council, as required under [Section 554 of the Local Government Act 1993](#).

Many of these surrounding land holders have contacted Council expressing concerns, that these parcels could be purchased at auction by an outside party to the detriment of their farming operations and the community generally. There are reports that, in other large rural shires, outside parties have purchased land locked parcels as "camp" blocks or a base for hunting feral and non-feral animals, with access gain by trespassing the surrounding station properties. In many cases, such action would jeopardise biosecurity regulations that apply to the surrounding stations.

Those concerns have also been raised by a number of the surrounding land holders with the Crown Lands section of the NSW Department of Planning, Industry and Environment (Crown Lands). The General Manager and Rates Officer have had discussions with senior staff within Crown Lands, to explain or confirm Council's position and limited ability to deal with land only by way of sale by public auction.

These issues arose throughout the Western District of NSW and, as we have recently learned, Crown Lands ran a pilot project with Bourke Shire Council in or around 2012. This rectified similar ownership anomalies in that shire, through Possessory Title process and the addition of restrictions on the freehold titles limited dealings, so that the Western Land Lease and freehold holdings could not be separately sold or transferred.

Whilst these concerns are genuine and well understood, Council's does not have any option to deal with these properties, other to sell the land at public auction. Whilst we are able to discourage bids from "outside" parties, by explaining the lack of legal access and biosecurity requirement, Council may be unable to refuse to accept outside bids (as this may go against the principles of a "public" auction and potentially expose the Council to legal claims from any party we were to exclude from bidding).

However, we have advice that Council (as vendor on auction day) does have some right to refuse bids on the grounds that it is not in its best interest. As Council effectively represents the community as a whole and individual landowners, all of whom could be adversely affected by a sale to an external party. Achieving a transfer of title to the surrounding station property owners is the outcome that would be in Councils best interest. To achieve that outcome, it is proposed to exercise our right to refuse bids from external parties on the grounds that it is not in Council's best interest.

There are other alternative options available to the owners of those adjoining properties to obtain legal title to these parcels through a Possessory Title application. This is a process through which the Common Law principle possession, or occupation of a parcel of land is recognised as sufficient evidence of ownership.

Alternatively, if there has been some clerical or conveyancing error that has led to the situation, it would be the adjoining owner's responsibility to have that error rectified (to have title transferred to themselves).

Additionally, if the issue has arisen through a conveyancing error, then the adjoining owners have been advised to seek their own legal advice in order to have that error rectified.

All surrounding owners have been notified of the proposed sales. Those who we have direct contact with Council, have been appraised of the avenues Council will avail itself of to facilitate a sale at auction to them, and have also been advised to seek their own legal advice in regard to their options.

Where evidence that a possessory title application is being progressed and payment of rates made by adjoining owners prior to auction, General Manager will exercise his delegation to waive any interest charges included in the outstanding rates balances under s547 of the LGA which provides'

547 The council may write off accrued interest on rates or charges payable by a person if, in its opinion—

(a) the person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control

The amount of interest involved in these 20 matters totals approximately \$24,000, which has been rewritten off in last year's financial budget.

Next steps

Contracts of Sale have been prepared in readiness for the commencement of real estate weekly advertising and marketing, commencing around 3 October 2020 in the lead up to the proposed auction dates as follows:

Online

- realestate.com.au
- raywhiteruralbrokenhill.com.au
- raywhiterurallivestock.com.au and,
- raywhite.com
- domain.com.au
- Social Media (Ray White)

Newspapers

- Barrier Daily Truth Newspaper Saturday Editions in the 4 weeks leading to auction - half to three quarters of a page size
- Wilcannia Community News and the Hillston-Ivanhoe Spectator will carry abridged ads

Notices to be personally served on three properties known or suspected of being occupied by 31 August 2020.

Covid-19

In recent weeks, the Covid-19 situation has worsened, and some restrictions have been reintroduced or tightened within NSW. Attendance at real estate auctions remains allowable, with the NSW Government's 4 square metre rule still applicable (at time of writing).

The venues for auctions have Covid-19 protocol plans in place and these will be followed strictly to ensure compliance with NSW Health Orders and guidelines.

Any further tightening or easing of restrictions is difficult to foresee as both Federal and State Governments will make those decisions based on the latest available health data.

In the event of the Covid-19 situation worsening and restrictions being reintroduced and/or tightened, Council may at that time, further defer auctions if it is deemed unsuitable to proceed.

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

Community Strategic Plan Outcome

No direct linkages

Delivery Outcome

No direct linkages

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Nil	Nil
Environmental	Nil	Nil
Economic	Improved cashflow Crystallisation of Bad Debt exposure	Nil
Governance	Nil	Nil

Financial and Resource Implications:

Provision for the interest write off's available in respect payments on remote rural parcels where rates are paid by an adjoining owner as part of a possessory title application is covered by existing Bad and Doubtful Provisions.

Policy, Legal and Statutory Implications:

Provision for the interest write off's available in respect payments on remote rural parcels where rates are paid by an adjoining owner as part of a possessory title application is covered by existing Bad and Doubtful Provisions.

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

Proceeding to proposed sales is required to reduce further negative impacts on Council's cashflow and Doubtful Debt Exposure.

The report to Council on 24 June 2020 advised that discussions with the Police Chief Inspector for the Region were proposed to determine if a police officer could attend the Wilcannia auctions to reduce the likelihood of unruly behaviour. The outcome of discussions is that the Police will have only have a part time presence from time to time on the days of auction as other operational needs allow.

Accordingly, we will engage private security to manage the issue and to assist with Covid-19 social distancing protocols.

OPTIONS:

None that are viable or that would address the ongoing and growing outstanding rates position.

The situation will however require constant review particularly regarding the Covid-19 situation to ensure the best prospects for successful auctions.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Regular liaison between relevant staff and Outstanding Collections (Council's agent) has occurred and will continue to occur.

External Exhibition

The proposed sales have been advertised in the NSW Government Gazette (as required under the Local Government Act 1993), through appropriate local media and on Council's website and social media page(s).

Where contact has been possible, all affected owners, occupants and other known interested parties have been directly notified in writing of Council's decision.

Commercial marketing of the proposed sales will commence 4 weeks leading to auction dates.

Attachments

Nil

7.2 ADOPT DRAFT LONG TERM FINANCIAL PLAN 2021-30

REPORT AUTHOR: DIRECTOR BUSINESS SERVICES
RESPONSIBLE DIRECTOR: DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

This report is to adopt the Long-Term Financial Plan (LTFP) after the period of community consultation. No public submissions were received for this plan.

RECOMMENDATION:

That Council will:

- 1. Receive the report on DRAFT Long Term Financial Plan 2021-30**
- 2. Note that no Public Submissions were received during the exhibition period towards the DRAFT Long Term Financial Plan 2021-30**
- 3. Adopt the DRAFT Long Term Financial Plan 2021-30**

BACKGROUND:

A Long-Term Financial Plan (LTFP) is one of the three resourcing strategies required by the NSW Integrated Planning and Reporting Legislation and must be for a minimum of 10 years.

The plan has been prepared to provide the community with the appropriate information about how Council's finances will operate over the next 10 years in line with the different choices that can be made.

All LTFPs must be based on a set of assumptions, which generally relate to those matters which are most likely to affect the overall outcome of the LTFP. The following assumptions have been considered, discussed, and ultimately used as a basis to forecast Council's long-term financial position over the period of the plan:

- Rates are forecast to increase by 2.6% in line with current rate capping guidelines
- Annual charges for water, sewer and waste services to increase by 2.6%
- No additional long-term debt
- All revenue sources other than rates and annual charges to rise by the Consumer Price Index (CPI)
- Net staff levels will remain constant in line with current service provision
- No reduction in the level of services provided
- Assets that provide an income stream or allow Council to reduce operating costs may be leased

REPORT:

A long-term financial plan is a key to good financial management and provides a framework for future financial and resourcing decisions.

The Long-term Financial Plan includes commentary on the following projected financial statements:

- Revenue Statement
- Balance Sheet
- Cash Flow

The Long-Term financial plan also includes commentary on financial modelling of different scenarios, risk to the plan, sensitivity analysis and ongoing financial performance monitoring.

OPTIONS:

There are no alternative options.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Not Required

External Exhibition

The Draft Long-Term Financial Plan has been advertised for 28 days to allow public submissions to the plan, no submissions were received.

Attachments

[2. DRAFT Long Term Financial Plan 2021-30](#)

7.3 CASH AND INVESTMENTS – JULY 2020

REPORT AUTHOR: MANAGER FINANCE
RESPONSIBLE DIRECTOR: DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

This report is to provide a summary of Council's cash and investments as at 31st July 2020.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

In accordance with Clause 212 of the *Local Government (General) Regulations 2005*, a monthly report setting out details of all money that Council has invested under Section 625 of the *Local Government Act 1993* is required to be submitted to Council.

Cash and Investment Accounts

Cash & Investment Accounts	Current Month	Last Month	Movement	Interest Rate	Current Month Interest	YTD Interest
Westpac 11am Investment Account	\$6,000,000.00	\$7,200,000.00	(\$1,200,000.00)	0.10%	\$285.61	\$285.61
Operating Account	\$268,658.49	\$1,065,317.58	(\$796,659.09)	0.01%	\$4.82	\$4.82
Post Office Clearing Account	\$1,376.80	\$1,895.63	(\$518.83)			
Total Cash at Bank as at 31 July 2020					\$6,270,035.29	

Commentary:

For the period ended 31st July 2019 Council held a cash balance of \$3.28 million. Council's cash balance for the month ended 31st July 2020 is significantly higher than this amount due primarily to:

- Federal Assistance Grant received in advance \$3,086,967
- Payment for RMS works \$1,081,635
- Receipt of Drought Funding \$400,000

Restrictions

Restriction Type	Restriction Amount
Internal	\$260,000
External	\$1,565,000
Total Restrictions as at 31 July 2020	
	\$1,825,000

Loan Accounts

Loan Account	Current Month	Last Month	Movement	Interest Rate	Current Month Interest	YTD Interest
Garbage Trucks	\$293,721.18	\$306,466.23	(\$12,450.05)	3.66%	\$717.71	\$717.71
Total Loan Liability as at 31 July 2020						\$293,721.18

Attachments

Nil

7.4 COUNCIL 2020-2021 CURRENT GRANTS REGISTER

REPORT AUTHOR: SENIOR FINANCE OFFICER
RESPONSIBLE DIRECTOR: DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

This report is to provide a summary of Council's current grants and contributions reconciliation 2020-2021 as at 21 August 2020.

RECOMMENDATION:

That Council will:

- 1. Receive and adopt the report**

BACKGROUND:

Council's commitment to transparency and greater financial management have at the request of the Administrator, developed a Grants and Contributions Register for public access to be presented during ordinary Council Meetings.

REPORT:

Council's current Grants Register is not in line with current best practice due to the limitations of Council's general ledger and job cost systems. Council is currently in the process of improving those systems in line with best practice reporting. This process is expected to be completed by September 2020.

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

Community Strategic Plan Outcome

GOAL: 4 A consultative and professional Council providing relevant, attainable and efficient delivery of services.

Delivery Outcome

OBJECTIVE: 4.2 Efficient and effective services

Financial and Resource Implications:

Monitoring of the Current Grants and Contributions Reconciliation 2019/2020 enables timely financial management and improved cash flow processes.

Policy, Legal and Statutory Implications:

Regulation 208 of the Local Government (General) Regulation 2005 provides a requirement that:

A member of the staff of a council who has control of any of the council's accounting records must—

- (a) produce those records for inspection and audit in proper order whenever directed or requested to do so by the council's mayor, responsible accounting officer, general manager (if not the council's responsible accounting officer) or auditor or by the Director-General or a person to whom the Director-General's functions under section 430 of the Act have been delegated or subdelegated under section 745 of the Act, and

- (b) render all practicable assistance to the mayor, responsible accounting officer, general manager, auditor, the Director-General or such a delegate or subdelegate with respect to those records.

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

Monthly reporting allows Council to keep informed of the process of the grants register to actual income and costs.

OPTIONS:

There are no alternative options.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Nil

Attachments

3. [Council Current Grants and Contribution Reconciliation.](#)

8. GOVERNANCE REPORTS

8.1 ANNUAL COMMUNITY SERVICE AWARDS POLICY AND PROCEDURES

REPORT AUTHOR: ALLAN TONKIN

RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

A report was presented to Council on the 22nd July 2020, with a DRAFT Annual Community Service Award Policy which was adopted and placed on public exhibition for 28 days. No submissions have been received and the policy can now be adopted and implemented.

Council recognises that the Central Darling Shire community is enhanced through the endeavours of its residents and volunteers, who work to improve the lives of others in the community and make the shire a better place to live.

Council acknowledges the enormous amount of work done by community members in the past and looks forward to formally recognising future community services in the public eye.

RECOMMENDATION:

That Council will:

- 1. Receive the report**
- 2. Adopt the Annual Community Service Awards policy and implement the framework.**

BACKGROUND:

Central Darling Shire (CDSC), covers an area of over 53000 square kilometres and has a small population of approximately 2000 persons who live in Wilcannia, Ivanhoe, Menindee and White Cliffs.

CDSC has been in administration since 2013 and this situation will continue until 2024. Options for the ongoing administration of the shire are currently being explored.

Council is committed to ensuring that it communicates with the residents of the shire, so that services and infrastructure meets the requirements that they desire.

Council is currently preparing a Community Engagement Strategy that will establish principles and procedures to involve the community in its strategic decision-making processes. One of those principles is to establish connections and communication channels with the community that are transparent, diverse and builds trust and a shared sense ownership.

The new Community Service Awards framework is designed to recognise the outstanding contributions of individuals and groups, by publicly acknowledging their efforts and thanking them in the spirit of community pride.

REPORT:

Once the new policy has been formally adopted, the annual implementation process can commence.

- In early September, call for nominations for four (4) community members to form a Selection Panel to work with the General Manager to assess the award nominations. The community members should have a good knowledge of community service organisations and community members who provide outstanding community service to the residents of the Central Darling shire.
- Late September: Committee members finalised.
- Late October: Nominations for the 2020 CDSC Community Service Awards are opened to the community and advertised extensively throughout the Shire.
- Late November: Nominations are closed and sorted into voting packs by the staff support officer. Each voting committee member is issued with a voting pack containing the nominations for each award and a score tally sheet with space for thoughts and comments.
- Early December: The score sheets are returned to the staff support officer for collation. If required a teleconference will be arranged to discuss the outcomes of the assessment process and confirm the recipients of each award.
- Mid December: A presentation ceremony format will be decided and invitations to distinguished guests mailed out.
- January: Council staff will work on preparations for the presentation ceremony and prepare an embargoed media release announcing category recipients.

The benefits of this simple system allow a balanced approach to deciding the recipients of each award. The voting system will ensure transparency and a record of the decision-making process.

The award recipients will receive a framed certificate recognising their services and achievements.

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

Community Strategic Plan Outcome

Goal 1: A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services.

Delivery Outcome

Goal outcome 1.1: Closer cooperation and cohesion between community groups.

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Providing recognition for community members to celebrate their achievements.	Nil
Environmental	The awards will be conducted in a sustainable manner	Nil
Economic	Providing affordable recognition for community achievement.	Nil
Governance	The awards will be managed within councils existing policy framework	Nil

Financial and Resource Implications:

The cost of implementing the 2020 Community Service Awards policy will be met within the 2020/2021 operational budget

Policy, Legal and Statutory Implications:

Nil

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

The award process will be managed within councils existing WH&S framework.

OPTIONS:

That council supports the proposed policy and process which will ensure that the annual awards are transparent and conducted in a consistent manner.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

Nil

External Exhibition

A media release and public notices will be circulated seeking nominations for community members to form a selection panel to assess the award nominations. Placed on public exhibition for 28 days seeking of support or suggestions to improve the policy.

Attachments

4. [Community Service Awards policy](#)
5. [Community Service Award Nomination Form](#)

8.2 CORRESPONDENCE RECEIVED-TABLED FOR PUBLIC INFORMATION

REPORT AUTHOR: GENERAL MANAGER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

Recent correspondence received by the General Manager has been tabled for Public Information.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

The Hon. David Elliot MP letter-Disaster Assistance following storm and Flood in Western NSW.

Disaster assistance has now been announced for local government areas in the Far West of NSW following heavy rainfall and flooding that occurred in early April 2020. Over 100mm of rain fell in storm events over 3 days from 2/4/20 to 4/4/20. Significant damage to road infrastructure was sustained because of the storm events, valued at \$1,500,000. Since the storm event, Council has made repairs to reopen the roads so that they are trafficable and safe, with further works to reinstate the worst effected roads for gravel loss. It is anticipated Council will recovery all cost for repairs to the roads affected. Further information to be provided in the Directors Shire Services report.

Assessment of take and protection during first flush flows in the Northern Basin-July 2020.

The General Manager represented LGS's from the lower Darling river system on the Water User Reference Group- First Flush Assessment in preparation of the report.

Overview- In late January and throughout February 2020 the New South Wales (NSW) Northern Murray Darling Basin received significant rainfall and inflows, following an extended dry period. These flows were protected from take by s324 restrictions under the *Water Management Act 2000* to meet critical needs in the northern valleys and to provide an initial target volume of 60,000–70,000 megalitres (ML) at the Menindee Lakes. Restrictions were permanently lifted in the northern valleys by 23 February when this target was assured of being met.

The key findings of this assessment are that:

- While remote sensing is a valuable way of capturing data, it has limits as a means of measuring take. There is inherent uncertainty and scientific error in the methods and analysis which limit its use.
- We can characterise the available water and the use of this water to inform managing first flush flows. However, we can't do this with high accuracy or in close to real time until metering, measurement and telemetry are in place.
- We cannot fully quantify the benefits of the restrictions against a scenario without restrictions using the methods in this report.
- Lessons from this assessment will inform the methods for future assessment, as well as future management of flows for critical needs.

Wilcannia Post Office- Listing on the State Heritage Register

The Premier has, on the recommendation of the Heritage Council of NSW, directed the listing of the Wilcannia Post Office on the State Heritage Register (SHR). Listing on the SHR recognises that the item is of particular significance to New South Wales and enriches the community's understanding of the state's history. Listing Wilcannia Post Office on the SHR makes Council eligible for funding through the NSW Heritage Grants program and other support and advisory services. Applications for heritage funding are normally called once every two years. Listing of a building or land on the SHR does not mean that work cannot be carried out. The listing simply seeks to ensure that any new use or work is compatible with and complements the item.

White Cliffs Art House/Op Shop

Following a meeting attended by the General Manager on 4 August at the White Cliffs Art House/Op Shop, a letter from the group has been received. The letter explains that the group will need to exit their rented premises, prior to renovations works to be undertaken by the owner of the property. The group will not be able to return to their current premises, as the owner intends to rent the property to another tenant. The group would like to relocate and build on the Community Hall grounds and incorporate a Men's Shed as part of the building. This matter will be discussed at the expected Community Strategic Planning workshop for White Cliffs later in the year. Attached with the letter, is minutes from the groups recent meeting, layout, and concept design for a building, being proposed on the Community Hall grounds.

Attachments

6. [The Hon. David Elliot MP letter-Disaster Assistance following storm and Flood in Western NSW-Letter.](#)
7. [Assessment of take and protection during first flush flows in the Northern Basin-July 2020 – Report.](#)
8. [Wilcannia Post Office Listing on the State Heritage Register-Letter](#)
[Wilcannia Post Office Government Gazette notice](#)
[Wilcannia post Office Plan](#)
9. [White Cliffs Art/Op Shop letter, Minutes from Meeting, and other information.](#)

8.3 MENINDEE SUSTAINABLE DIVERSION LIMITS ADJUSTMENT MECHANISM (SDLAM), STAKEHOLDERS ADVISORY GROUP (SAG)

REPORT AUTHOR: GENERAL MANAGER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

Overview of the Menindee Sustainable Diversion Limits Adjustment Mechanism (SDLAM), Stakeholders Advisory Group (SAG) and recent discussion within the group.

RECOMMENDATION:

That Council will:

- 1. Receive and note the report**

REPORT:

The formation of the Menindee Lakes Sustainable Diversion Limit Adjustment Mechanism (SDLAM) Project Stakeholder Advisory Group, began in mid-2019 and was orchestrated mostly by the former NSW Land and Water Commissioner, with help from MDBA community engagement officers and staff from DPIE (water).

The Stakeholder Advisory Group (SAG) consists of 25 peer selected representatives from community groups that represent Indigenous nations, irrigators, pastoralists, stock and domestic water users, townships and local government. There are representatives from the Menindee Lakes, the Great Darling Anabranch, along the Darling River from Wilcannia to Wentworth, an estimated 1100 kilometres of river.

The first meeting of the group and every subsequent meeting, the single main issue that has been raised is giving priority to fresh water through-out the Darling River system, from the Queensland border to Wentworth. Maintaining water supply for towns, the environment, Indigenous nations cultural requirements, domestic and stock use has been a failure under current operational protocols.

The Stakeholder Group views, under existing water sharing plan rules, reduced amounts of water will make it to Menindee, from flow events in dry periods because of extraction for irrigation. This ensures that proposed water savings targets for the Basin Plan, will not be met regardless of any amount of new infrastructure commissioned in Menindee Lakes system.

Menindee SDLAM SAG has written to Minister for Water, The Hon. Minister Pavey, stating that community has had enough and is now seeking water security for the environment, cultural, town water supply and stock and domestic be provided over irrigation; before any decision about operational management of the Menindee Lakes and Lower Darling river system can be supported.

The SAG has three main concerns that must be addressed as a matter of urgency as listed below:

- 1. Whole of system connectivity including from the northern basin and the Lower Darling to the confluence with the Murry River.**

2. **Protection of drought reserve storage targets for the Menindee Lakes and Lower Darling.**
3. **Protection of first flush events to ensure flows reach the Menindee lake system and provide flows into the lower Darling River system.**

On behalf of constituents within the shire, Central Darling Shire Council has written a letter to Deputy Premier Barilaro. Council's letter to the Deputy Premier is similar to the Menindee SDLAM SAG letter, to seek flow management arrangements that include flow and duration targets in the Barwon-Darling and Lower Darling, and volumetric targets within the Menindee Lakes be included in the NSW policy and legislative framework, and in all relevant Water Sharing Plans. This will be necessary to enable the Menindee Lakes SDLAM project to be supported by Menindee Lake's Stakeholder Advisory Group and the broader community.

The most recent Menindee Lower Darling SAG meeting held on 16 June 2020. During the meeting, a "Options Workshop" was held by GHD on 12 possible new schemes considered for Menindee Lake's which comprised of 17 types of structural works. The 12 possible schemes varied from policy management, without any new structural works, to major construction of drainage channels, regulators, and levees. Schematic drawings and information provided to the SAG was inadequate to make any preferable decision on the preferred schemes. This opinion was voiced at the Workshop by the General Manager, **"that no decision could be made on any of the 12 possible schemes due to the lack information provided, especially the cost for new structural works and the comparison of water savings being made for each scheme"**. This sentiment was echoed again by the General Manager, following the meeting in a phone conversation with the senior Project Officer from DPIE, "that Council will not put forward any schemes due to the lack of information being provided, at the next meeting due to be held on 23 July 2020". The General Manager felt, putting forward any options with the lack of information would be prejudice against other members in the group in their beliefs and cultural rights. At this stage, no further meetings of the Menindee SDL SAG have been held since the 16 June, due to COVID -19 restrictions.

Attachments

10. SAG Menindee-Terms of Reference
11. SAG Menindee Minutes 26/6/2020
12. SAG Menindee Executive Summary
13. GHD Presentation -SAG Menindee
14. Alluvium Presentation -SAG Menindee
15. Menindee Lakes revised schematics and description
16. Menindee Lakes schematics feedback forms
17. Letter- Deputy Premier, John Barilaro MP

8.4 DRAFT COMMUNITY ENGAGEMENT POLICY FOR PUBLIC EXHIBITION

REPORT AUTHOR: GENERAL MANAGER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to seek endorsement for public exhibition of the Draft Community Engagement Policy for 28 days, prior to Council adopting the Policy at its next Ordinary Council meeting.

RECOMMENDATION:

That Council will:

- 1. Receive the report**
- 2. Council endorse DRAFT Community Engagement Policy and place on public exhibition for a period of 28 days.**

BACKGROUND:

A recent review has found that Councils existing Community Engagement Policy is obsolete. It was necessary to renew Councils Community Engagement Policy with an updated version, due to the renewal of Councils Community Strategic plan, the development of Town and Village Plans, and other strategic plans for Tourism and Disability Inclusion; due to commence over the next six months.

REPORT:

To ensure that Council conducts appropriate community engagement and communication, which at a minimum, meets Legislative requirements and encourages community participation in Council's decision making.

The objective of the Community Engagement Policy is to guide a consistent approach to engage with the community.

Engagement assists Council to:

- Better meet the needs of the community.
- Tap into local knowledge and expertise.
- Have a more informed community.
- Encourage and enable the community to participate in decision making
- Ensure Council works on behalf of the people in the community.
- Meets the requirements of Legislations, Policies and Procedures.

The Community Engagement Policy aims to:

- Gauge the needs of the community by ensuring residents are given equal opportunity to be included, informed and contribute.
- Reduce misinformation and/or miscommunication.
- Gather ideas and input from the community.
- Make decisions that will strengthen and improve the social fabric of the community.
- Reinforce community ownership in the decision-making process.
- Enable Council to make sustainable decisions.
- Enable Council to be transparent and equitable in all decisions.

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

Community Strategic Plan Outcome

Goal 1. A Healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services

Delivery Outcome

Objective 1.1 Closer co-operation and cohesion between community groups

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Strong community engagement	Nil
Environmental	Community support for Environmental issues	Nil
Economic	Support community economic initiatives	Nil
Governance	Committee compliance within legislative requirements	Nil

Financial and Resource Implications:

Nil

Policy, Legal and Statutory Implications:

The Community Engagement Policy is to be placed on public exhibition for a period of 28 days in accordance to the *Local Government Act 1993*, Section 160. Council then consider any community comment before considering the adoption of the proposed policy within 42 days of ceasing public consultation.

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

None

OPTIONS:

Not to proceed with Public Exhibition of the Community Engagement Policy

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

External Exhibition

Placed on public exhibition the Community Engagement Policy for a period of 28 days

Attachments

[18. Draft Community Engagement Policy](#)

8.5 MEETINGS AND WORKSHOPS ATTENDED BY THE GENERAL MANAGER

REPORT AUTHOR: GENERAL MANAGER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The information provided is meetings and workshops which the General Manager has attended up to this Council meeting. The report excludes staff meetings and other confidential discussions that the General Manager has been involved. Due to COVID -19 some meetings have been either video/teleconferences or webinars.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

- Monday 27 July- Road Classification Review and Transfer consultation session
- Wednesday 29 July- Adverse Events Plan and review of BCP
- Thursday 30 July – Connectivity Options, Field Solutions
- Friday 31 July- Wilcannia Bridge Cathodic Protection
- Tuesday 4 August- White Cliff Op Shop relocation discussion (White Cliffs)
- Wednesday 5 -August ABC Radio Interview
 - Internal Audit plan, National Audit Group
- Friday 7 August – Sunset Strip Progress Association, site meeting for projects
 - Richard Kingsford presentation water birds of Menindee, Menindee Hall
- Monday 10 August – Local Emergency Committee Meeting
 - meeting with various residents for unpaid rates (Wilcannia)
- Tuesday 11 August -NRMA Electric Vehicle fast charge site discussion
- Wednesday 12 August- Ivanhoe s355 Committee meetings and public engagement
- Thursday 13 August- Wilcannia Weir Replacement Project update meeting
 - Baaka Project Control Group meeting
 - Sustainable Park Solutions
- Tuesday 18 August -First Flush Reference Group Reference group
- Wednesday 19 August – White Cliffs s355 Committee meetings and public engagement

- Thursday 20 August- Wilcannia s355 Committee meetings and public engagement
- Friday 21 August- Regional Development Australia Far West Board meeting

Attachments

Nil

8.6 CENTRAL DARLING SHIRE BUSINESS CONTINUITY POLICY AND PLAN

REPORT AUTHOR: WHS & RISK OFFICER

RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

This report is to provide Council an update and summary of the works involved in implementing a Business Continuity Plan for Central Darling Shire Council and all associated documents.

RECOMMENDATION:

That Council will:

- 1 Receive the report**
- 2 Endorse the Central Darling Shire Business Continuity Policy and Plan.**

BACKGROUND:

The object of Business Continuity Planning (BCP) is to ensure that appropriate resources, structures, and protocols are in place to enable for the effective response to a business disruption event that can potentially impact on Council's objectives. The suite of BCP documents is a record of the development processes, implementation arrangements and resources identified as required by Council to ensure the continued delivery of its critical business objectives.

Identifying and managing business continuity risks is key to Council building resilience and response capabilities within business functions that have been identified as critical by the organisation through consequence-based planning.

The BCP does not cover requirements associated with a workplace emergency (safety) situation. A separate workplace emergency plan that is the responsibility of the Chief Warden / Emergency Services is to be implemented. In all cases of activation of the workplace Emergency Plan the Chief Warden will brief the General Manager/CMT of any implications for business continuity as a result of the emergency plan activation.

REPORT:

To be sustainable, Central Darling Shire Council needed a policy and plan in place to be resilient. A robust business continuity management capability enables CDSC to identify looming disruptors and to develop and implement mitigation strategies.

These efforts will ensure continuation of sustainable operations and the pursuit of strategic objectives.

While insurance claims can reinstate financial losses, they cannot provide for the actual recovery efforts. This is the role of Business Continuity Management, which consists of the development, implementation and maintenance of policies, frameworks, and programs to manage a business disruption, as well as building resilience.

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

Community Strategic Plan Outcome

4.3.1 *A professional and cohesive organisational climate.*

Delivery Outcome

<https://www.centraldarling.nsw.gov.au/council/council-documents/management-plan.aspx>

<https://www.centraldarling.nsw.gov.au/council/council-documents/operational-plan.aspx>

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Build customer confidence and trust.	Loss of confidence and trust in the community
Environmental	Recover operations more quickly after interruptions.	Slow recovery rate after interruptions
Economic	Reduce costs and duration of any disruption.	Costly recovery due to longer disruption of services
Governance	Mitigate risks and financial exposure.	No policy or plan implemented

Financial and Resource Implications:

The services relating to the Business Continuity Plans are budgeted over a two-year cycle from 2019 to 2021 to include maintenance.

Policy, Legal and Statutory Implications:

The BCP Policy and its related framework confirms the Central Darling Shire Council's commitment to resume critical business functions following a disruptive incident. Consideration is given to the difficulty of the responsibility of understanding the regulatory guidelines and the legal consequence of failure to implement an effective disaster recovery plan utilising the following Acts and Regulations.

- Local Government Act 1993
- Companion Animals Act 1998
- Impounding Act 1993
- Local Government (General) Regulation 2005
- Companion Animals Regulation 2008
- Impounding Regulation 2013

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

- Identification of critical business functions essential for continued service to the community.

- Determination of the events that can adversely affect the Council, the damage that such events can cause, and the controls needed to prevent or minimise the effects of a loss potential.
- Distinguish the impacts that result from disruption that can affect the Council and the techniques that can be used to quantify and qualify such impacts.
- Prioritise critical business functions

OPTIONS:

None

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

- MANEX
- Staff Consultation
- Consultative Committee

External Exhibition

None

Attachments

- [19. Business Continuity Policy](#)
- [20. Business Continuity Plan/Procedure](#)

9. CORPORATE SERVICES REPORTS

10. SHIRE SERVICES REPORTS

10.1 POONCARIE ROAD – PROJECT REPORT – AUGUST 2020

REPORT AUTHOR:	PROJECTS MANAGER
RESPONSIBLE DIRECTOR:	DIRECTOR OF SHIRE SERVICES

EXECUTIVE SUMMARY:

The Pooncarie Road project seals the 61-kilometre section of Council Road MR68C, running south from Menindee, to the southern Shire border. Works are forecast to be completed by 2023.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

Funding Approval

The initial 50% project funding has been approved by Central Darling Shire Council's two (2) project partners, the New South Wales Government (NSW), and the Commonwealth Government of Australia. Funding is administered by NSW Roads and Maritime Services (RMS). The final 50% project funding has preliminary approval.

Monthly reporting of expenditure is completed by the Director of Shire Services, in accordance with the corresponding 2019 Road Project Proposal Report.

Preconstruction Works

Preconstruction works are tracking on programme and are forecast to be complete by September.

Design

Flood modelling is complete, with accompanying road drainage design complete. Horizontal and vertical road design are complete. 80% design documentation is complete, with working drawings forecast to be completed by the end of August.

Management Plans

The Review of Environmental Factors (REF) Draft Report is complete and will be finalised pending the Aboriginal Heritage Impact Permit (AHIP). The AHIP is delayed and is the single cause of the project's delay.

The project specific Work, Health and Safety, Environmental Management, and Quality plans are drafted, with completion pending the REF report finalisation.

Procurement

Procurement of consultants, goods, and other services has commenced. Council are currently conducting all of the project's tenders through the VendorPanel Online Portal. This process ensures tenders are procured in accordance with the *Local Government Act 1993*,

Local Government (General) Regulation 2005, Local Government Tendering Guidelines, and Council's Procurement Policy.

Earthworks and civil works will be completed by companies registered with Council under the existing Contract Plant Hire Rates agreement. Contractors will be appointed based on plant hire rates, plant and operator capability, and experience. Council are confirming engagement with two contractors, with both forecast to commence on-site in October.

Indigenous participation is integral to the project. Council have created a register for local Indigenous people to express their interest. This meets Council's *Community Engagement Policy* and the project specific *Indigenous Participation Plan*.

Programme

To date, all project tasks are on programme with the exception of the REF, which is delayed by the on-going AHIP process. The REF has consequential delays to project's forecast commencement date. This is currently outside Council's control however Council have engaged experienced environmental and cultural consultants who are assisting in the completion of associated tasks.

The AHIP is forecast to be complete by the end of August, allowing works on-site to commence by October. This forecast has been confirmed by the environmental and cultural consultants.

Cost

All forecast milestones for the Financial Year 2019-2020 were achieved. All preconstruction works have been completed on-budget.

Construction Works

Construction works taking place in August include the following:

- Environmental Engineers completing impact survey;
- Council Engineers quantifying extent of identified gravel sources;
- Environmental and cultural assessment of proposed gravel mines;
- Fabrication of surveying base stations;
- Preliminary staging of contractor camp sites; and
- Preliminary bulk earthwork cut and fill site assessments.

Safety

There have been zero work health and safety incidences on-site.

10.2 ENVIRONMENTAL SERVICES UPDATE

REPORT AUTHOR: ADMINISTRATION OFFICER - ENVIRONMENTAL
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

This report is to provide a summary of Council's Environment Services statistics for the month of July 2020.

RECOMMENDATION:

That Council will:

1. Receive and note the report.

REPORT:

<u>Statistics for July 2020</u>		
Development	Number of DAs Approved – New Dwellings	0
	Number of DAs Approved – Renovation	0
	Number of DAs Approved – Other	0
	Total Value of DAs Approved	\$0
	Number of Construction Certificates Issued	0
	Number of LGA S68 Approvals	0
Food Safety	Food Premises Inspected	8
Animal Control Activities	Impounded	12 Dogs 0 Cats
	Rehomed	10 Dog 0 Cats
	Returned to Owner	1 Dog 0 Cats
	Euthanized	0 Dogs 3 Cats
	Registrations	3 Dog
	Microchipped	0
	Penalty Notices Issued	0
Water Sampling	Microbiology Samples Collected	8
	Chemistry Samples Collected	0
	Non-Compliant Samples	0

	Darling River Algae Samples	0
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Attachment

Nil

10.3 ROADS AND AERODROMES REPORT

REPORT AUTHOR: ROADS AND ASSETT ENGINEER
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on road and aerodrome maintenance, capital works and expenditure on all road asset classes within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

1 Receive and note the report

REPORT:

State Roads

Council are engaged by Roads and Maritime Services (RMS) to maintain the State Highway network within the Shire boundaries. The two State Highways are the Barrier Highway and the Cobb Highway.

Council are engaged under contract conditions specified under the Routine Maintenance Council Contract (RMCC). The contract details routine works required to be completed throughout the year and capital works which are supplied to Council via a Works Order (WO).

2020/21 RMCC Routine Maintenance preliminary allocation is: \$878,000

2019/20 RMCC Works Orders which have been issued, in progress and carry over to this financial year include

1. HW21 111.20.23 Bushley pit 3 extension, \$19,665 (now complete)
2. HW21 111.20.24 Source gravel to Glen Albyn, \$412,502 (now complete)
3. HW21 111.20.25 Glen Albyn Side Track, \$266,163 (now complete)
4. HW21 111.20.26 Source gravel to Rosewood from Bushley 3, \$105,600 (now complete)
5. HW21 111.20.28 Glen Albyn Sth IS, \$1,947,460 (claim \$468,083)

Total: \$2,751,390

2020/21 - No Works Orders have been issued to date

Works Description	Original Budget	% Expended	Remaining budget
RMCC Routine	\$878,000	11%	\$784,060
WO 2019/20	\$2,751,390	47%	\$1,479,377
WO 2020/21	\$0	0%	\$0

Regional Roads

Council maintains 790km of Regional Roads throughout the Shire.

202/21 Regional Road Block Grant amount (including traffic and supplementary components) has not been confirmed. The figures below reflect the 2019/20 allocation. Payments to Council's will be made in July and January with any reconciliations required being done in January following State (RMS) budget adoption.

202/21 Regional Roads Repair Program was successful with \$400,000 being 50% of the project costs. The remaining 50% is being sourced from the Regional Roads Block Grant which is reflected in the table below. Refer to determination report included in this agenda.

Works Description	Original Budget	% Expended	Remaining Budget
Regional Roadblock Grant	\$2,408,000	16%	\$2,032,043
Regional Roads Repair Program	\$800,000	0%	\$800,000

Local Roads

Council maintains 1600km of Local Roads throughout the Shire.

202/21 budget allocation to Local road operational works is \$1,480,000. This is funded from the Financial Assistance Grant – Local Roads Component.

2020/21 Roads to Recovery (R2R) allocation is \$1,502,727. Four capital improvement projects will be delivered this year.

Works Description	Original Budget	% Expended	Remaining Budget
Local Roads Component (FAG)	\$1,480,000	25%	\$1,116,105
Menindee Street (R2R)	\$240,000	2%	\$235,440
Little Menindee Creek Road (R2R)	\$450,000	1%	\$445,440
Pumpkin Point Road (R2R)	\$300,000	2%	\$295,440
Irrigation Road (R2R)	\$515,727	1%	\$511,167

Aerodromes

Council maintains 6 aerodromes throughout the Shire; Wilcannia, Menindee, Ivanhoe, White Cliffs, Tilpa and Emmdale.

The Royal Flying Doctor Services (RFDS) initiated the registration process in 2018 to enable 3 of Council's aerodromes to be registered in accordance with the CASA regulations. Wilcannia, Ivanhoe and White Cliffs received modest infrastructure improvements to enable the process to be completed. Pursuant to the agreement between Council and the RFDS, the licensing costs will be borne by the RFDS for a 3-year period.

Works Description	Original Budget	% Expended	Remaining Budget
Aerodromes	\$143,615	16%	\$120,061

Attachments

[21. Road Maintenance Program August 2020](#)

10.4 ANNUAL FIRE SAFETY STATEMENTS

REPORT AUTHOR: INSPECTIONS OFFICER/ EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

Council has requested a report with respect to the currency of Annual Fire Safety Statements in buildings within Central Darling Shire Council.

RECOMMENDATION:

That Council will:

1 Receive and note the report

BACKGROUND:

From records held at the office historically annual fire safety statements have only been provided in more recent years and for some by not all government owned premises, such as schools and hospital.

REPORT:

Annual Fire Safety Statements pertain to buildings of Class 2 – 9 under the BCA.

For a statement to be prepared it must be assessed against a Fire Safety Schedule.

Fire Safety Schedules are created at the time of a new development application or change of use. There is no record of fire safety schedules for premises in Central Darling other than the government buildings mentioned above.

For a Fire Safety Schedule to be created Council would need to serve in the first instance a Fire Safety Notice (Order). The Fire Safety Notice (Order) would notate the essential Fire Safety Services required in that building.

The only person who may issue an Annual Fire Safety Statement is a Competent Fire Safety Practitioner.

There is one only such person in the Far West of NSW who has been unobtainable to date. Councils Building Surveyor has committed to undertake the relative education and training to become accredited. Which will enable inspection and certification of essential Fire Safety Services.

It is worthy of note that the current accredited person, as required by legislation, resides and works in Broken Hill.

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

Community Strategic Plan Outcome

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 3.4 Improved infrastructure across the Shire

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	N/A	N/A
Environmental	Improved safety of built environment	N/A
Economic	N/A	N/A
Governance	N/A	N/A

Financial and Resource Implications:

Resourcing has proved difficult historically but will be absorbed within staff duties once training is completed (3 months).

Policy, Legal and Statutory Implications:

Once resourced every effort will be made to upgrade facilitate to meet the Environmental Planning and Assessment Regulation Part 9 Division 1-6 generally.

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

Council rents out its Public Halls in each town. While inspections have been made in the past of Fire Safety Services it does require an accredited person to give legal efficacy. This will be corrected once training and accreditation is obtained.

OPTIONS:

1. Council Support the training and accreditation of its Building Surveyor

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

No

External Exhibition

No

Attachments

Nil

10.5 FOOD PREMISES INSPECTIONS

REPORT AUTHOR:	INSPECTIONS OFFICER/ EHO
RESPONSIBLE DIRECTOR:	DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

Council has requested a report with respect to the currency of food premises inspections in the current Covid-19 climate.

RECOMMENDATION:

That Council will:

2 Receive and note the report

BACKGROUND:

All food premises, with the exception of Ivanhoe (at the time of this report), have been inspected to ensure compliance with the COVID-19 requirements.

REPORT:

Council's Environmental Health Officer has visited each operational premise and discussed requirements with owners/operators.

All the owners/operators have been most cooperative at this difficult time and managed their business in a safe and orderly manner, observing NSW Health requirements.

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

Community Strategic Plan Outcome

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 3.1 Collaborative approach to environmental management and protection

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Ensuring Covid Safety to business patrons	N/A
Environmental	N/A	N/A
Economic	N/A	N/A
Governance	Statutory compliance	N/A

Financial and Resource Implications:

Resourcing has proved difficult due to the large geographic area of Central Darling Shire, impeded by wet weather causing road closure.

Policy, Legal and Statutory Implications:

NSW Health Covid-19 compliance with legislation and guidelines.

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

Council has endeavoured to ensure the safety to the general public, both local and traveling.

OPTIONS:

2. Council Support the endeavours of the Environmental Health Officer in promoting compliance by business owners with COVID-19 requirements.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

No

External Exhibition

No

Attachments

Nil

10.6 LOCAL STRATEGIC PLANNING STATEMENT

REPORT AUTHOR: INSPECTIONS OFFICER/ EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

Council is required to change land status from community to operational to facilitate sale of land to Maari-Ma for the development of a Health Clinic.

RECOMMENDATION:

That Council will:

- **Receive the report**
- **Support the planning proposal for the change in status of land prepared by the Department of Planning Industry and Environment**

BACKGROUND:

Council is dealing with Maari-Ma for the development of a Health Clinic in Wilcannia which involves the Sale of Land from Councils ownership to Marri-Ma.

REPORT:

A planning proposal is necessary in the first instance to change the status of the land from community to operational. Council must consider the planning proposal before it can proceed to the next stage. The planning proposal as prepared by DPIE has been included as an attachment.

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

Community Strategic Plan Outcome

GOAL 2: A strong regional economy supported by developing industries, strong businesses and increased employment

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 2.1 Expansion of industries and growth in businesses

OBJECTIVE: 2.2 Employment growth

OBJECTIVE: 3.4 Improved infrastructure across the Shire

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Improved health and wellbeing for community	N/A
Environmental	N/A	N/A

Economic	Is an additional business within the township of Wilcannia	N/A
Governance	Promotes infrastructure within the community	N/A

Financial and Resource Implications:

The development is being carried out at full cost recovery.

Policy, Legal and Statutory Implications:

The Land is required to be changed from community to operational before the disposal of the land by sale may proceed. This is a requirement of the Local Government Act (1993).

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

N/A

OPTIONS:

- 1 Council Support the Planning Proposal prepared by DPIE
- 1 Council not support the Planning Proposal prepared by DPIE

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

There will be community consultation with this proposal. At this time with Covid 19 how the consultation will be affected is uncertain.

Internal Exhibition

No

External Exhibition

No

Attachments

[22. Planning Proposal from Maari Ma](#)

10.7 SERVICES UPDATE

REPORT AUTHOR:

DEPUTY DIRECTOR SHIRE SERVICES

RESPONSIBLE DIRECTOR:

DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on the services expenditure on all associated assets within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

1. **Receive and note the report.**

REPORT:

Services:

Works Description	Original Budget	% Expended	Remaining Budget
Parks & Gardens/ Sporting Facilities	\$181,350	0%	\$181,350
Ancillary Works	\$250,500	0%	\$250,500
Street Cleaning/Bins	\$121,000	0%	\$121,000
Buildings	\$674,800	0%	\$674,800
Swimming Pools	\$481,200	0%	\$481,200
Domestic Waste	\$189,000	0%	\$189,000

Services Capital Works

Council has received funding to improve facilities throughout the Shire through the Building Stronger Country Communities Projects for Round 1, 2 and 3. The table below reflects expenditure and progress to date.

Works Description	Original Budget	% Expended	Remaining Budget
Building Stronger Country Communities Round 1	\$893,640.00	100%	\$0
Building Stronger Country Communities Round 2	\$1,395,084	41%	\$818,628
Building Stronger Country Communities Round 3	\$760,340	0%	\$760,340

10.8 WATER AND SEWER UPDATE

REPORT AUTHOR: PROJECTS ENGINEER
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on water and sewer maintenance, capital works and expenditure on all assets within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

1. Receive and note the report.

REPORT:

Water & Sewerage Operations:

- Wilcannia's potable water supply remains sourced from the Union Bend Bore Field. Current river water quality is difficult to treat and variable over time. These circumstances undermine WTP capacity to provide a potable water supply compliant with Council's Drinking Water Management Plan. Recent testing confirmed this challenge. This decision, to remain on bore supply, was made following consultation with DPIE and NSW Health.

Council's water treatment consultant and operator undertook requisite tests in recent weeks with high turbidity and low alkalinity results preventing transition back to river supply. River water quality will continue to be monitored and when stable over time WTP supply will transition back to the river. Raw water is continuing to be sourced from the Darling River.

The Darling River at Wilcannia experienced a modest increase recently from past catchment rainfall in the Central West NSW.

- White Cliffs town water supply is sourced from Wakefield Tank. Recent rainfall provided some additional runoff into Wakefield Tank. Current increasing storage such that supply without further rain is expected to last through to May 2021.
- Ivanhoe town water supply is currently being sourced from Morrisons Tank. Morrison's Tank current capacity is 300 megalitres and town storage dam is 30 megalitres providing remaining supply capacity estimated at 17 months..

Works Description	Original Budget	% Expended	Remaining Budget
Wilcannia Water	\$433,500	7%	\$404,763
Wilcannia Sewer	\$230,865	3%	\$223,936

White Cliffs Water	\$165,500	7%	\$153,589
Ivanhoe Water	\$351,000	7%	\$326,601
Aboriginal Communities R&M	\$126,355	0%	\$126,355

Water and Sewer Capital Works

Restart Program (RNSW 827) - White Cliffs Water Supply Augmentation

Public Works Advisory (PWA) were engaged to undertake management of the tendering process. The White Cliffs WTP RFT was issued on 5th December 2019 and closed on 27 February 2020 following an extension of time of 3 weeks. One tender was received which exceeded project estimates and PWA recommended Council not accept the tender. Council considered this recommendation at the March Ordinary Meeting and resolved to accept the PWA recommendation and not accept the tender.

Council has subsequently considered retendering in the context of the Wilcannia and Ivanhoe WTP projects, and accordingly, Council decided to defer the White Cliffs WTP retendering to align with the tendering of the Wilcannia and Ivanhoe WTP Projects and maximise the opportunity for greater industry interest by issuing RFT's for 3 new WTP's in September/October 2020.

The White Cliffs Water Supply Rising Main and Reticulation draft plans have been received subject to finalisation of the AHIP process w.r.t items of indigenous cultural heritage and inline booster pump design. In this regard Council will complete it's review of reticulation pressure boosting options by end of August 2020.

The program for issuance of the White Cliffs Water Supply Rising Main and Reticulation RFT is expected by September/October August 2020 but will be programmed precisely in consideration of the WTP RFT's expected to be issued at the same time.

Restart Program (RNSW 1869) Safe and Secure Program - Wilcannia Sewer Augmentation

The completed Wilcannia Sewerage Scoping Study has been forwarded to DPIE and Restart NSW their consideration and Section 60 Approval to enable the project planning to continue.

Capital funding is subject to further funding application by Council and assessment by the DPIE Review Panel.

No further action or advice received at this stage.

Restart Program (RNSW 1869) Wilcannia and Ivanhoe New Water Treatment Plants

Council engaged City Water Technology (CWT) to,

1. Finalisation of the preferred water treatment chain and capacity for new WTPs at Wilcannia and Ivanhoe based on the Advanced Treatment Concept Report completed by PWA. CWTs engagement included negotiation on Council's behalf with Department of Industry - Water with respect technical issues.
2. Resolve if possible the IWCM identified issue of unaccounted for non-revenue water, and determine new WTP's capacity for each location, and

3. Secure Section 60 Approval (LGA Act, 1993) from DPIE and issue RFT for new WTP's at Wilcannia, Ivanhoe and White Cliffs.

Council has been offered capital funding for new WTPs at Wilcannia and Ivanhoe to the value of \$3.5 Million and \$2.5 Million respectively. \$200,000 has been approved in the first instance to complete necessary preconstruction works and confirm WTP capacities.

The recent update of the IWCM Issues Paper, taking into account the improved water usage data from Council's Magflow meters suite at each plant and smart metering at residences, identifies Non-Revenue Water (NRW) at Wilcannia at an unacceptable level. A first step in clarification of this issue was the completion of a filtered reservoir drop test on Tuesday 18/8/2020 between 1am and 3am. These results are being considered in comparison with smart metering data and will be discussed with DPIE and CWT in the week commencing 24/8/2020 with the intension of addressing the NRW issue and agreement with respect to WTP Capacity.

Subject to resolution of this matter the Request for Tenders (RFT) for 3 new WTP's at Wilcannia, Ivanhoe and White Cliffs remain on target to be issued in September/October 2020.

Works Description	Original Budget	% Expended	Remaining Budget
White Cliffs WTP and Retic	\$5,500,000	3%	\$5,316,961
Wilcannia WTP	\$3,500,000	3%	\$3,388,025
Ivanhoe WTP	\$2,500,000	2%	\$2,438,941

Attachment

Nil

11. MINUTES OF COMMITTEE MEETINGS

12. CONFIDENTIAL MATTERS

The *Local Government Act 1993* provides that Council may close to the public that part of the meeting that deals with matters of a confidential nature.

The grounds on which a meeting is closed to the public must be specified in the decision to close the meeting and recorded in the minutes of the meeting.

Recommendation:

That Council move into Confidential to consider the matters listed in the confidential section of the agenda in accordance with Section 10A 2 of the *Local Government Act 1993* for the reasons specified.

13. MEETING CLOSE

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

The next meeting of Council will be held on Wednesday, 23 September 2020 in Wilcannia at 9.00am.

**MINUTES OF THE ORDINARY COUNCIL MEETING HELD IN THE
COUNCIL CHAMBERS, 21 REID STREET, WILCANNIA
ON WEDNESDAY, 22 JULY 2020.**

PRESENT: Administrator, Bob Stewart

IN ATTENDANCE: General Manager, Greg Hill
Director Shire Services, Reece Wilson
Director Business Services, Jacob Philp
Executive Assistant, Jamie Parsons

1. OPENING OF MEETING

The meeting was declared open at 9.00am.

2. ACKNOWLEDGEMENT OF COUNTRY

An acknowledgement of the traditional custodians of the land was delivered by the Administrator, Bob Stewart.

3. APOLOGIES AND LEAVE OF ABSENCE

NIL

4. DISCLOSURES OF INTEREST

Resolved

1. That the Disclosures of Interest – Pecuniary and Non – Pecuniary be received and noted as NIL.

5. CONFIRMATION OF MINUTES

5.1 ORDINARY MEETING – 24 JUNE 2020

Resolved

That the Minutes of the Ordinary Council Meeting held on 24 June 2020 be received and confirmed as an accurate record.

Minute Number:

5.2 BUSINESS ARISING

NIL

6. MAYORAL (ADMINISTRATOR) MINUTE(S)

6.1 ADMINISTRATORS REPORT

Resolved

1. Receive and note the report.

Minute Number: 01-07-20

7. FINANCIAL REPORTS

7.1 REQUEST FOR FINANCIAL ASSISTANCE – COUNTRY WOMEN'S ASSOCIATION, IVANHOE BRANCH

Resolved

1. Receive and note the report.
2. That Council endorse assistance to the Country Women's Association, Ivanhoe Branch in the amount of \$1,366.00 to cover the Annual Rates and Charges levied on it premises in Ivanhoe for the 2019-20 period.
3. The Country Women's Association, Ivanhoe Branch be listed on the annual community assistance grants register.

Minute Number: 02-07-20

7.2 COUNCIL 2019-20 CURRENT GRANTS REGISTER

Resolved

1. Receive and note the report.

Minute Number: 03-07-20

7.3 ADOPTION OF DRAFT OPERATION PLAN AND BUDGET 2020/21

Resolved

1. Receive and note the report.
2. Note and acknowledge submissions made during the Public Exhibition period.
3. Adopt the 2020/21 Operational Plan and Budget.
4. That Council make and levy the following Rates and Chargers under the *NSW Local Government Act 1993* for the 2020/2021 year.
 - a. In accordance with Section 494, 518 and 515 of the *NSW Local Government Act 1993*, Council make and levy the following ordinary Rates for the 2020/21 year as follows:
 - Residential Rate – 0.06125838 cents in the dollar
 - Business Rate – 0.05359833 cents in the dollar
 - Farmland Rate – 0.00098349 cents in the dollar
 - Base amount: \$130.00
 - b. In accordance with Sections 501 and 502 of the *NSW Local Government Act 1993*, Council make and impose charges for water supply services in 2020/21 and adopt increase of 2.6% to all water supply charges as follows:

WILCANNIA

Proposed Minimum Charge	2019/2020	2020/21
<u>Properties Connected:</u>		
Raw Water/Rural	\$943.00	\$967.00
Filtered Water	\$240.00	\$246.00

Properties not Connected:

Raw Water	\$158.00	\$162.00
Filtered Water	\$158.00	\$162.00

IVANHOE

Proposed Minimum Charge	2019/20	2020/21
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Properties Connected:

Raw Water / Rural	\$469.00	\$481.00
Filtered Water	\$280.00	\$287.00

Properties not Connected:

Raw Water	\$210.00	\$215.00
Filtered Water	\$210.00	\$215.00

WHITE CLIFFS

Proposed Minimum Charge	2019/20	2020/21
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Properties Connected:

Non-Potable Water	\$908.00	\$931.00
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Properties not Connected:

Non-Potable Water	\$795.00	\$815.00
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Non-Rateable:

Non-Portable Water	\$908.00	\$931.00
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- c. In accordance with Sections 496, 501 and 502 of the *NSW Local Government Act 1993*, Council make and impose changes for Waste Management service in 2020/21 as describes in the Operational Plan and Budget.
- d. In accordance with Sections 496, 501 and 502 of the *NSW Local Government Act 1993*, Council make and impose charges for Waste Management Service in 2020/21 as described in the Operational Plan and Budget.
- e. Council make and impose the maximum charge for interest on overdue Rates and Charges as determine by the Minister for Local Government, in accordance with Section 566(3) of the *Local Government Act 1993*, Maximum Allowable Interest being 0.00 per cent per annum for the person 1 July 2020 to 31 December 2020 and the 7.00 per cent for the period 1 January 2021 to 30 June 2021
- f. Fees and Charges for the use of services provided by the Council as detailed in the Operation Plan and Budget 2020/21 (and as amended in this report,

including the amendments to Companion Animals Registration Fees as per Circular 20-27 A708906) be adopted in accordance with Section 502 of the *NSW Local Government Act 1993*.

5. The General Manager is to write back to all persons who made submissions explaining the adoption of the Budget and the reasonings behind it.

Minute Number: 04-07-20

7.4 DRAFT LONG TERM FINANCIAL PLAN 2021-30

Resolved

1. Receive and note the report on DRAFT Long Term Financial Plan 2021-30.
2. Endorse the DRAFT Long Term Financial Plan 2021-30 for Public Exhibition for 28 Days.

Minute Number: 05-07-20

7.5 CASH AND INVESTMENTS – JUNE 2020

Resolved

1. Receive and note the report.

Minute Number: 06-07-20

7.6 PROGRESS TOWARDS SALE OF LAND FOR UNPAID RATES

Resolved

1. Receive and note the report.
2. Resolve that monthly reports be provided to Council until such time that the auctions have concluded, and the sale process has been finalised.
3. Authority be delegated to the Administrator and the General Manager to determine if the sale should be deferred due to any COVID-19 restrictions.

Minute Number: 07-07-20

8. GOVERNANCE REPORTS

8.1 THE MURRAY DARLING ASSOCIATION REGION 4 ANNUAL GENERAL MEETING

Resolved

1. Receive and note the report.
2. Council nominates the General Manager, Mr Greg Hill, to serve on the Executive Committee, Murray Darling Association Region 4.
3. The Administrator be delegated authority to serve on the Murray Darling Strategic Planning Committee.

Minute Number: 08-07-20

8.2 ENGAGEMENT OF ADDITIONAL STAFF

Resolved

1. Receive and note the report.
2. Council to endorse the engagement of a Project Engineer (3-year contract) and a Junior Information Technology Officer (2-year contract).

Minute Number: 09-07-20

8.3 ANNUAL COMMUNITY SERVICE AWARDS POLICY AND PROCEDURE

Resolved

1. Receive the report.
2. That Council support the proposed Annual Community Service Awards framework, and
 - a. Place the DRAFT Annual Community Service Awards Policy on public exhibition for 28 (twenty-eight) days seeking submissions as to their suitability to publicly recognise community contributions.
 - b. At the conclusion of the exhibition period, Council will access any submissions receive and consider appropriate amendments to the framework.
 - c. Council will then adopt the final framework and implement it accordingly so that it is complete by December 2020 to recognise outstanding community services for the 2020 calendar year thereafter.

Minute Number: 10-07-20

8.4 CORRESPONDENCE RECEIVED – TABLED FOR PUBLIC INFORMATION

Resolved

1. Receive and note the report.

Minute Number: 11-07-20.

8.5 MEETINGS AND WORKSHOPS ATTENDED BY THE GENERAL MANAGER

Resolved

1. Receive and note the report.
2. Note that the workshop listed in the report for Tuesday 21st of July 2020 was cancelled due to the General Manager and Administrator being in Ivanhoe for Town visits.

Minute Number: 12-07-20

9. CORPORATE SERVICES REPORTS

NIL

10. SHIRE SERVICES REPORTS

10.1 2020 CDSC WHITE CLIFFS CARAVAN PARK ACQUISITION OF CROWN LAND

Resolved

1. Receive and note the report.
2. Council to carry out the acquisition of the Crown Land (roads) and consolidate them with the abutting Lots.
3. That the land be acquired at no cost to Council.

Minute Number: 13-07-20

10.2 GRAVEL CRUSHING CONTRACT EXTENSION

Resolved

1. Receive and note the report.
2. Extend the Gravel Crushing Contract CDSC 2-2018 for a further 12 months based on the current scheduled of Rate plus and increase of 2.5% pursuant of Clause 9 of the Contract.

Minute Number: 14-07-20

10.3 REGIONAL ROADS REPAIR PROGRAM 2020/21

Resolved

1. Receive and note the report.
2. Allocate \$400,00 of the Capital Roads Funding to replace 13 single grids with new double grids and seal the approaches on MR68A Tilpa West Road.
3. Update the budget accordingly in the First Quarter Business Report (QBR).

Minute Number: 15-07-20

10.4 ROADS AND AERODROMES REPORT

Resolved

1. Receive and note the report.
2. The Administrator requested for the Director Shire Services to complete a Report updating Council on the Pooncarie Road for August Ordinary Council Meeting.

Minute Number: 16-07-20

10.5 SERVICES UPDATE

Resolved

1. Receive and note the report.

Minute Number: 17-07-20

10.6 WATER AND SEWER UPDATE

Resolved

1. Receive and note the report.

Minute Number: 18-07-20

10.7 ENVIRONMENTAL SERVICES UPDATE

Resolved

1. Receive and note the report.

Minute Number: 19-07-20

11. MINUTES OF COMMITTEE MEETINGS

11.1 MINUTES – WHITE CLIFFS COMMUNITY HALL SECTION 355 AGM AND ORDINARY MEETING – 24 JUNE 2020

Resolved

1. Receive and note the report

Minute Number: 20-07-20

12. CONFIDENTIAL MATTERS

NIL

13. MEETING CLOSE

There being no further business to discuss, the meeting was closed at 9.20am.

The minutes of this meeting were confirmed at the Ordinary Meeting of the Central Darling Shire Council held on Wednesday, 22nd July 2020.

.....
ADMINISTRATOR

Central Darling Shire

**DRAFT LONG TERM FINANCIAL PLAN
2021-30**





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EXECUTIVE SUMMARY

The Central Darling Shire Council's Long Term Financial Plan 2021-2030 has been developed using a 10 year Financial Model to ensure Council's future financial sustainability. The financial model is a dynamic tool which analyses financial trends over a ten year future period based on a range of assumptions and produces a means by which Council can assess its financial requirements balanced with its strategic objectives.

The Plan has been developed on the following broad assumptions:

- Rates are forecast to increase in line with rate capping predictions being 2.6% for each year.
- Annual charges for water, sewer and waste services to increase by 2.6% for the period 2021 to 2023 then 5% for the remainder of the plan. This assumption will be reviewed during the preparation of the next plan.
- No additional long-term debt
- All revenue sources other than rates and annual charges to rise by inflation, except if better information is available.
- Net staff levels will remain constant in line with current service provision
- No reduction in the level of services provided
- Assets that provide an income stream or allow Council to reduce operating costs may be leased
- As it is expected that the shire's population will remain static for the life of the plan, no population growth factors have been factored into the plan.
- It is acknowledged that some assumptions used within the plan may become less relevant over a 10 year period

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

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

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

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

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

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



FINANCIAL RESOURCES

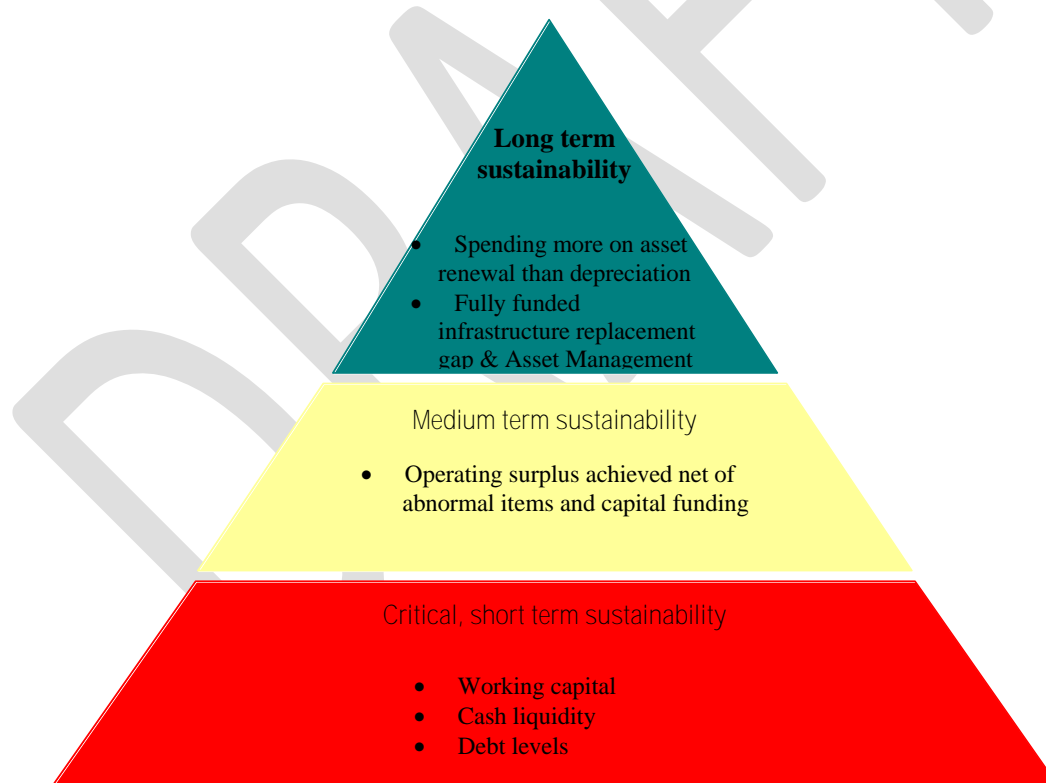
Financial Modelling

Objectives of the Long Term Financial Plan

The overall goal of the LTFP is to ensure that Central Darling Shire Council remains financially sustainable in the long term. It is intended that the 2021-2030 LTFP be based on the following guidelines:

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

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



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

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



Modelling Methodology

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

The base point used for modelling this year's LTFP is the budgeted result for 30 June 2021.

Key Assumptions of the 10 Year Financial Model

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

- Existing service levels will be maintained.
- There will be no significant changes to the level of subsidization that existing services receive from general revenue.
- Net staff levels will remain constant in line with current service provision.
- Inflation is forecasted at 2.0% per annum for the life of the plan.
- Staff costs will increase by an average of 2.57% per annum.
- All revenue sources other than rates, annual charges and statutory charges to rise by inflation within reason
- The replacement / refurbishment of existing assets will be maintained at current levels.
- Any new borrowings will be on a principal and interest basis.
- Assets that provide income streams or allow Council to reduce operating costs may be leased
- As it is expected that the shire's population will remain static for the life of the plan, no population growth factors have been factored into the plan.



Summary of Key Outcomes

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

Central Darling Shire Council 10 Year Financial Projections Summary of Key Outcomes										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Budget									
	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Surplus (deficit) from Operations (Before Capital funding)	16,091	11,250	8,927	939	972	852	813	808	808	791
Underlying Surplus	641	500	527	539	572	452	413	408	408	391
Net Cashflow from Operations	19,975	14,645	12,611	5,101	5,217	5,767	5,818	5,896	5,976	6,046
Projected Capital Expenditure	19,596	15,274	12,677	4,758	4,873	4,604	5,270	5,177	5,184	5,191
Closing Cash Balance	3,599	2,463	1,955	1,855	1,757	2,477	2,583	2,859	3,209	3,622
Long Term Borrowings	(165)	(65)	-	-	-	-	-	-	-	-

Key points of note:

- A net surplus before capital funding for each year of the plan
- An improving cash position
- An increase in capital works
- Council's current long-term debt is paid out in 2022



Income Statement Projections

The following tables show the income statement forecasted results, consolidated and for water and sewer, for 2021-30. Explanations on the major components of the statement are included below.

Consolidated

Central Darling Shire Council Projected Consolidated Income Statement Year Ending 30 June										
	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$
INCOME										
Rates										
Residential	366	375	385	395	405	415	426	437	448	460
Farmland	462	474	486	499	512	525	539	553	567	582
Business	47	48	50	51	52	54	55	56	58	59
Total Rates	875	897	921	944	969	994	1,020	1,046	1,073	1,101
Annual Charges										
Water	659	676	710	745	782	821	863	906	951	998
Sewer	249	256	269	282	296	311	326	343	360	378
Waste	515	528	555	583	612	642	674	708	744	781
Total Annual Charges	1,423	1,460	1,533	1,610	1,690	1,775	1,863	1,957	2,054	2,157
User Charges & Fees	8,712	9,117	9,649	9,842	10,239	10,644	10,856	11,074	11,645	11,871
Interest & Investment Revenue	79	80	82	83	85	87	88	90	92	94
Other Revenues	331	363	420	429	437	446	455	464	473	483
Contributions	2,777	2,833	2,889	2,947	3,006	3,166	3,229	3,394	3,462	3,531
Operating Grants	8,253	8,668	8,169	8,333	8,459	8,779	8,954	9,183	9,367	9,604
Capital Grants	15,450	10,750	8,400	400	400	400	400	400	400	400
Total income	37,900	34,167	32,063	24,587	25,285	26,289	26,866	27,607	28,566	29,240
EXPENSES										
Employee Benefits	5,606	5,823	5,934	5,922	6,033	6,594	6,605	6,716	6,993	6,941
Borrowing Costs	83	83	80	81	82	82	83	84	85	85
Materials & Contracts	9,146	9,478	9,817	10,163	10,517	10,877	11,244	11,618	12,000	12,390
Depreciation	3,960	4,868	5,103	5,204	5,312	5,404	5,507	5,603	5,699	5,797
Other Expenses	3,014	2,665	2,201	2,277	2,370	2,480	2,614	2,778	2,981	3,236
Total expenses	21,809	22,917	23,135	23,648	24,313	25,437	26,053	26,799	27,758	28,450
Surplus(deficit) from Operations	16,091	11,250	8,927	939	972	852	813	808	808	791
Less CAPITAL FUNDING										
Capital Grants	15,450	10,750	8,400	400	400	400	400	400	400	400
Gross W.D.V. of Disposed Assets	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of fixed assets	-	-	-	-	-	-	-	-	-	-
	15,450	10,750	8,400	400	400	400	400	400	400	400
Net Surplus(deficit)	641	500	527	539	572	452	413	408	408	391

General Rates

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

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

The current rate cap of 2.6% has been applied for the life of the plan.

Annual Charges

Annual charges for water, sewer and waste services to increase by 2.6% for the period 2021-2023 then 5% for the remainder of the plan.



Government Grants

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

In broad terms, a 2% per annum increase has been allowed for recurrent grants reflecting the nature of this revenue type.

Capital grant funding will be received to complete:

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

User Charges & Fees

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

Interest on Investments

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

Employee Benefits

Increases in labour and oncosts are composed of two elements. The elements are Enterprise Agreement increments and movements within bandings as part of the annual review process. Council's negotiated Enterprise Agreement increase has been 2.8% per annum, so given this and movements within banding levels, a 2.57% average increase in total employee benefits has been factored into the Plan. Influencing this figure is the allocation of expenditure previously treated as wages to contractors.

Materials & Contracts

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

Depreciation and Amortisation

Depreciation estimates have been based on the projected capital works outlays contained within this LTFP document. Future asset revaluations, levels of developer contributed infrastructure and unanticipated externally funded capital upgrade and expansion expenditure may further influence depreciation estimates. Additional depreciation will be charged in the 2022 year as the new water treatment plant comes online, and the Pooncarie Road Project is completed

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

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



Borrowing Cost Expenses

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

Key Information Relayed by Statement

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

Water Services

Central Darling Shire Council Projected Water Income Statement Year Ending 30 June										
	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$
INCOME										
Annual Charges										
Water	659	676	710	745	782	821	863	906	951	998
Total Annual Charges	659	676	710	745	782	821	863	906	951	998
User Charges & Fees	307	313	319	326	332	339	346	353	360	367
Interest & Investment Revenue	29	29	30	30	31	32	32	33	33	34
Capital Grants	5,750	2,750	400	400	400	400	400	400	400	400
<i>Total income</i>	6,744	3,768	1,459	1,501	1,545	1,592	1,640	1,691	1,744	1,799
EXPENSES										
Employee Benefits	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	761	773	784	796	808	820	832	845	858	871
Depreciation	747	759	770	782	793	805	817	829	842	855
Other Expenses	-	-	-	-	-	-	-	-	-	-
<i>Total expenses</i>	1,509	1,531	1,554	1,578	1,601	1,625	1,650	1,674	1,700	1,725
Surplus(deficit) from Operation	5,235	2,237	(96)	(77)	(56)	(33)	(9)	17	44	74
Less CAPITAL FUNDING										
Capital Grants	5,750	2,750	400	400	400	400	400	400	400	400
Gross W.D.V. of Disposed Assets	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of fixed assets	-	-	-	-	-	-	-	-	-	-
	5,750	2,750	400	400	400	400	400	400	400	400
Net Surplus(deficit)	(515)	(513)	(496)	(477)	(456)	(433)	(409)	(383)	(356)	(326)

Annual Charges

Council has the power to levy a service rate or service charge or combination service rate and charge to fund the provision of water supply, sewerage or waste services. Council need not necessarily use property value as the basis for levying a service rate or charge and could use some other criteria.

The most commonly used service rate or charge is that used to defray the cost of water/sewer supply and waste collection/recycling.

Due to the ongoing Drought and other external issues a decision was taken to increase the annual charges for water by 2.6% for the period 2021-2023, 5% for the remainder of the plan. This was implemented to provide some financial relief for the community in difficult times and in no way recovers the cost of providing water services. It must be noted that these assumptions will be reviewed in line with the preparation of any new plan.



Government Grants

Represent capital grants to provide water infrastructure. The \$8.5 million to be received over the 2020-21 and 2021-22 years is to fund a new water treatment plant for the White Cliffs community, and the upgrading of the water treatment plants at Wilcannia and Ivanhoe.

User Charges & Fees

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

Materials & Contracts

The broad assumption is materials and contracts will increase in line with inflation per annum based on our CPI assumption. However additional maintenance costs for the new White Cliffs water treatment plant, have been factored in from the 2021-22 year.

Depreciation and Amortisation

The anticipated increase in depreciation for the White Cliffs water treatment plant has been factored in from the 2021-22 year. However, it is acknowledged that this figure is conservative.

Key Information Relayed by Statement

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

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



Sewer Services

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

	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$	'000s \$
INCOME										
Annual Charges										
Sewer	249	256	269	282	296	311	326	343	360	378
Total Annual Charges	249	256	269	282	296	311	326	343	360	378
User Charges & Fees	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	3	3	3	3	3	3	3	4	5	5
Other Revenues	-	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-
Operating Grants	170	172	175	177	180	183	185	188	191	194
Capital Grants	-	-	-	-	-	-	-	-	-	-
Total income	422	431	446	462	479	497	515	535	556	577
EXPENSES										
Employee Benefits	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	190	192	195	198	201	204	207	210	214	217
Depreciation	83	84	85	87	88	89	90	92	93	95
Other Expenses	-	-	-	-	-	-	-	-	-	-
Total expenses	273	276	281	285	289	293	298	302	307	311
Surplus(deficit) from Operations	149	154	166	178	190	203	217	233	249	265
Less CAPITAL FUNDING										
Capital Grants	-	-	-	-	-	-	-	-	-	-
Gross W.D.V. of Disposed Assets	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of fixed assets	-	-	-	-	-	-	-	-	-	-
Net Surplus(deficit)	149	154	166	178	190	203	217	233	249	265

Annual Charges

Due to the ongoing Drought and other external issues a decision was taken to increase the annual charges for sewer services by 2.6% for the period 2021-2023, 5% for the remainder of the plan. This was implemented to provide some financial relief for the community in difficult times. It must be noted that these assumptions will be reviewed in line with the preparation of any new plan.

Government Grants

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

User Charges & Fees

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

Materials & Contracts

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



Depreciation and Amortisation

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

Key Information Relayed by Statement

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

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

Balance Sheet Projections

The following table shows the balance sheet result for 2022-2031. Explanations on the major components of the statements are included below.

Central Darling Shire Council Projected Balance Sheet As At 30 June										
	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s
ASSETS	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<i>Current Assets</i>										
Cash & Cash Equivalents	3,599	2,462	1,954	1,854	1,756	2,476	2,582	2,858	3,208	3,621
Receivables and other debtors	2,434	2,123	2,336	2,349	2,358	2,313	2,329	2,598	2,868	3,074
Inventories	520	516	513	509	505	501	497	497	497	497
Prepayments	20	24	27	31	35	40	40	40	40	40
	6,573	5,125	4,830	4,744	4,654	5,330	5,447	5,993	6,613	7,232
<i>Non-current Assets</i>										
Investment in JO	1,461	1,461	1,461	1,461	1,461	1,461	1,461	1,461	1,461	1,461
Property, plant and equipment	277,489	293,948	308,131	314,278	320,749	326,328	332,527	338,335	344,170	350,089
Accumulated Depreciation	(88,359)	(92,319)	(97,187)	(102,289)	(107,494)	(112,805)	(118,209)	(123,716)	(129,319)	(135,018)
	190,591	203,090	212,406	213,449	214,716	214,983	215,779	216,080	216,312	216,532
<i>Total assets</i>	197,164	208,215	217,235	218,193	219,370	220,313	221,226	222,073	222,925	223,764
LIABILITIES										
<i>Current Liabilities</i>										
Payables	895	913	951	970	1,007	1,038	1,048	1,048	1,054	1,063
Income received in advance	88	88	88	88	88	88	88	88	88	88
Interest bearing liabilities	165	65	-	-	-	-	-	-	-	-
Provisions	980	1,040	1,124	1,088	1,221	1,245	1,297	1,297	1,297	1,297
	2,128	2,105	2,163	2,146	2,316	2,371	2,433	2,433	2,439	2,448
<i>Non-current Liabilities</i>										
Interest bearing liabilities	210	-	-	-	-	-	-	-	-	-
Lease liability	354	354	354	354	354	354	354	354	354	354
Provisions	785	819	853	888	924	960	997	1,035	1,074	1,113
	1,349	1,173	1,207	1,242	1,278	1,314	1,351	1,389	1,428	1,467
<i>Total liabilities</i>	3,477	3,278	3,370	3,388	3,593	3,685	3,785	3,822	3,867	3,916
<i>Net Assets</i>	193,687	204,937	213,865	214,804	215,776	216,628	217,442	218,250	219,058	219,848



Cash Assets and Cash Equivalents

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

Receivables

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

Inventories

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

Prepayments

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

Fixed Assets

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

Accounts Payable

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

Provisions

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

Accumulated Surplus & Reserves

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

Key Information Relayed by Statement

The Balance Sheet highlights a number of key points:

- Council will pay out its long-term loan in 2022.
- Council continues to grow its equity and fixed asset levels.
- No use of Council's overdraft facility for the life of the plan.



Cash Flow Projections

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

Central Darling Shire Council Cashflow Projections Year Ending 30 June										
	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts										
Rates & Annual Charges	1,839	1,886	1,963	2,043	2,127	2,215	2,306	2,402	2,502	2,606
User Charges & Fees	8,625	9,025	9,552	9,743	10,136	10,537	10,748	10,963	11,529	11,752
Investment and interest Revenue Received	79	80	82	83	85	87	88	90	92	94
Grants & Contributions	26,480	21,138	18,486	11,096	11,272	12,345	12,583	12,977	13,229	13,535
Payments										
Employee Benefits & Oncosts	(5,606)	(5,823)	(5,934)	(5,922)	(6,033)	(6,594)	(6,605)	(6,716)	(6,993)	(6,941)
Materials and Contracts	(11,430)	(11,658)	(11,537)	(11,943)	(12,371)	(12,823)	(13,304)	(13,821)	(14,382)	(15,001)
Borrowing Costs	(12)	(3)	-	-	-	-	-	-	-	-
Cash flow from Operations	19,975	14,645	12,611	5,101	5,217	5,767	5,818	5,896	5,976	6,046
Cash Flows from Investing Activities										
Receipts										
Proceeds from sale of non-current assets	-	-	-	-	-	-	-	-	-	-
Payments										
Purchase of Assets	(19,596)	(15,274)	(12,677)	(4,758)	(4,873)	(4,604)	(5,270)	(5,177)	(5,184)	(5,191)
Cash flow from Investing activities	(19,596)	(15,274)	(12,677)	(4,758)	(4,873)	(4,604)	(5,270)	(5,177)	(5,184)	(5,191)
Cash Flows from Financing Activities										
Payments										
Leasing payments	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)
Loan repayments	(153)	(65)	-	-	-	-	-	-	-	-
Cash flow from financing activities	(595)	(507)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)
Net Increase/(Decrease) in Cash and Cash Equivalents	(216)	(1,136)	(508)	(99)	(99)	721	105	277	350	413
Plus Cash and Cash Equivalents - Beginning of Year	3,815	3,599	2,463	1,955	1,855	1,757	2,477	2,583	2,859	3,209
Plus Cash and Cash Equivalents - End of Year	3,599	2,463	1,955	1,855	1,757	2,477	2,583	2,859	3,209	3,622

Key Information Relayed by this Statement

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

It needs to be noted that for a number of years prior to this plan council has accrued liabilities for employee entitlements and landfill rehabilitation. These liabilities have mostly remained unfunded. Council's intention is that these liabilities will be funded from 2025 onwards.



Capital Works

Level and Nature of Capital Works

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

The table below sets out the proposed level and nature of capital works in the LTFP 2021-2030, based on Council's activities.

Central Darling Shire Council Projected Capital Works Program As At 30 June										
Capital Works Program	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Budget									
	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Renewal										
Roads	2,577	2,609	2,642	2,675	2,688	2,702	3,500	3,500	3,500	3,500
Water Infrastructure	175	100	103	106	109	113	116	119	123	127
Sewer Infrastructure	-	60	115	115	115	115	115	115	115	115
Outdoor Infrastructure	320	336	353	370	389	408	400	400	400	400
Buildings	806	250	263	276	289	300	300	200	200	200
Stormwater Management	48	50	53	56	58	61	64	68	71	74
Swimming Pools	100	-	-	-	50	50	-	-	-	-
Waste Management	-	120	120	100	80	80	80	80	80	80
Total Renewal	4,026	3,526	3,648	3,698	3,779	3,829	4,575	4,482	4,489	4,496
New Assets										
Water Infrastructure	3,325	2,750	-	-	-	-	-	-	-	-
Sewer Infrastructure	-	-	-	-	-	-	-	-	-	-
Outdoor Infrastructure	-	95	95	95	95	95	95	95	95	95
Buildings	-	-	-	-	-	-	-	-	-	-
Plant	575	604	634	666	699	380	300	300	300	300
Swimming Pools	-	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-	-
Capital Grant Matching Fund	220	300	300	300	300	300	300	300	300	300
Total Asset Expansion	4,120	3,749	1,029	1,061	1,094	775	695	695	695	695
Upgrade Assets										
Roads	8,000	8,000	8,000	-	-	-	-	-	-	-
Water Infrastructure	3,000	-	-	-	-	-	-	-	-	-
Sewer Infrastructure	125	-	-	-	-	-	-	-	-	-
Outdoor Infrastructure	325	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Total Upgrade	11,450	8,000	8,000	-	-	-	-	-	-	-
Total	19,596	15,274	12,677	4,758	4,873	4,604	5,270	5,177	5,184	5,191

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

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



Capital Funding Sources

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

Central Darling Shire Council Projected Funding for Capital Works As At 30 June										
Capital Works Program	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s	'000s
External	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Grants	16,577	12,000	9,675	1,700	1,726	1,753	1,780	1,807	1,835	1,864
Contributions	1,450	1,479	1,509	1,539	1,570	1,601	1,633	1,666	1,699	1,733
Total External	18,027	13,479	11,183	3,239	3,296	3,354	3,413	3,473	3,534	3,597
Internal										
Accumulated Funds	1,569	1,796	1,494	1,519	1,578	1,250	1,858	1,704	1,650	1,594
Total Internal	1,569	1,796	1,494	1,519	1,578	1,250	1,858	1,704	1,650	1,594
TOTAL	19,596	15,275	12,677	4,758	4,874	4,604	5,271	5,177	5,184	5,191

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

Long Term Borrowing Strategies

There are currently no plans to undertake long term borrowings

Other Scenarios

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



Risks to The Financial Plan

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

Changes in Economic Conditions

Changes in inflation will impact revenue and expenditure.

Changes in Employee Costs and Liability Conditions

Forecast employee costs have been adjusted to reflect any identified changes in staff numbers, as well as growth in staff numbers required to satisfy increased service levels. Council re-calculated its provision for leave entitlements on an annual basis.

Rate Pegging

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

Grant Funding

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

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

Loss of Road Maintenance Contracts

Council is able to generate income from the provision of roads maintenance services to RMS.

Conditions of Infrastructure Assets and Aging

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

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

Landfill Rehabilitation

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



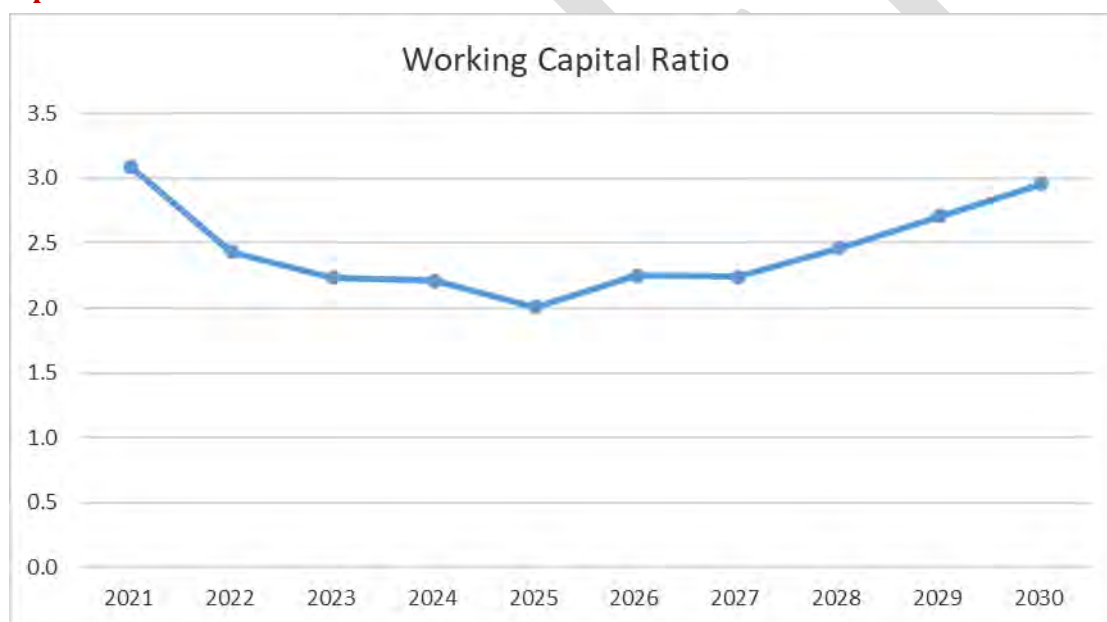
COVID-19

At the time of preparing this Long Term Financial Plan the financial impacts of the COVID-19 pandemic are being felt across the whole community. Council is not immune to these financial impacts and it is expected that the financial impact will be across both 2020-2021 and 2021-2022 financial years. Due to the long term nature of this document it remains drafted on the basis of business as usual. This provides the necessary alignment with the draft 2020-2021 budget which has also been prepared on a business as usual approach. When the full length and financial consequence of COVID-19 is better understood any direct impacts will be factored into an amended Long Term Financial Plan or as part of the next iteration of this document.

Financial Ratio Analysis of Central Darling Shire Council

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

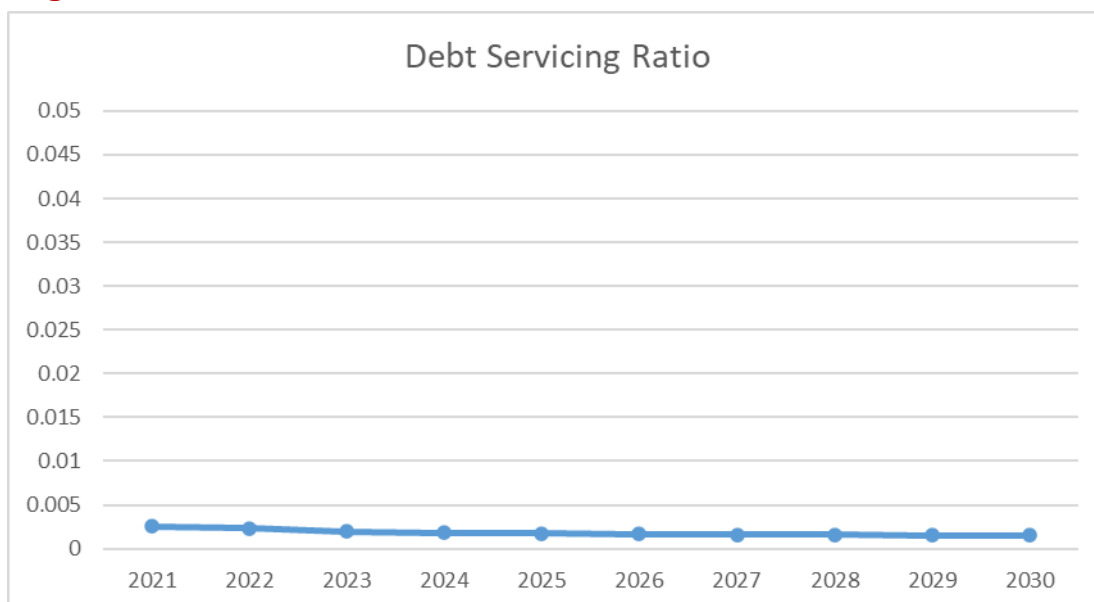
Working Capital Ratio



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

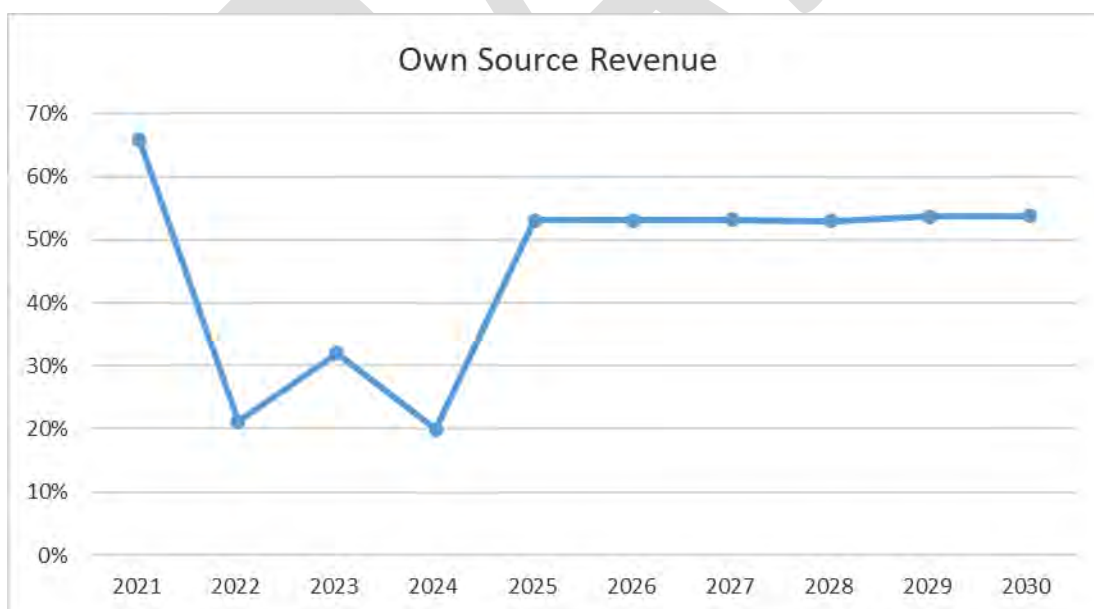


Debt Servicing Ratio



The debt service ratio is a measure of the degree to which revenues are committed to servicing debt. The purpose of the ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of Council. The debt servicing ratio trends downward in line with repayments made and no overall increase in Councils borrowing or leasing arrangements. As this ratio remains low there is no appreciable risk of Council not being able to fund its debt.

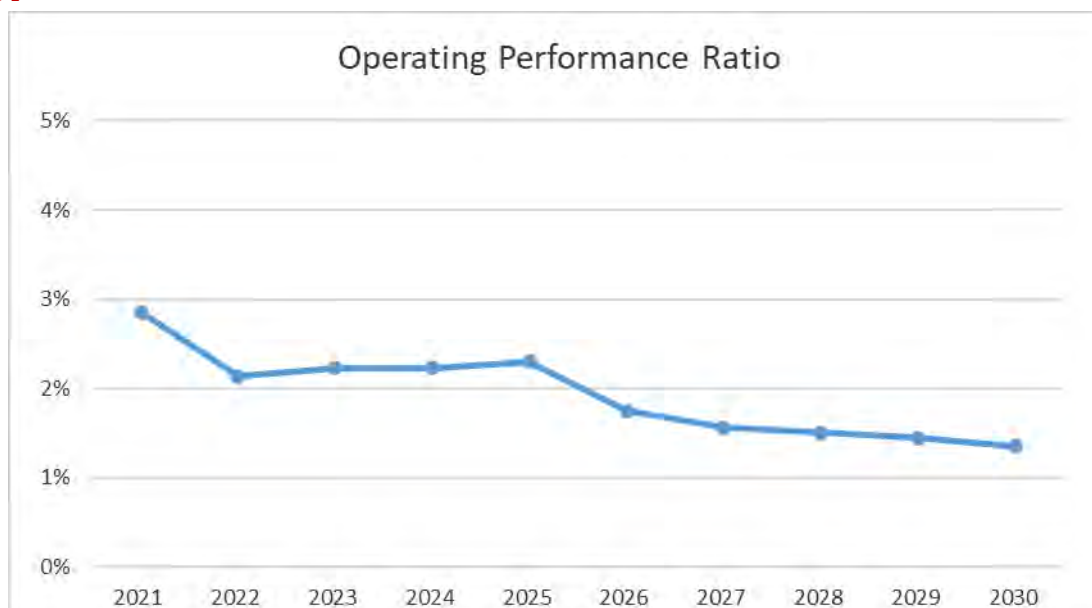
Own Source Revenue Ratio



This ratio shows the degree of reliance on external funding sources such as operating grants and contributions and its ability to generate own-source revenue. The benchmark for this ratio is >60% . Apart from years 2021 to 2024 when a number of large grants are expected to be received, Council has a relatively static Own Source Revenue Ratio which reflects a number of issues including, reliance on government grants, a static population base and a reliance on RMS works to drive income other than rates and charges.

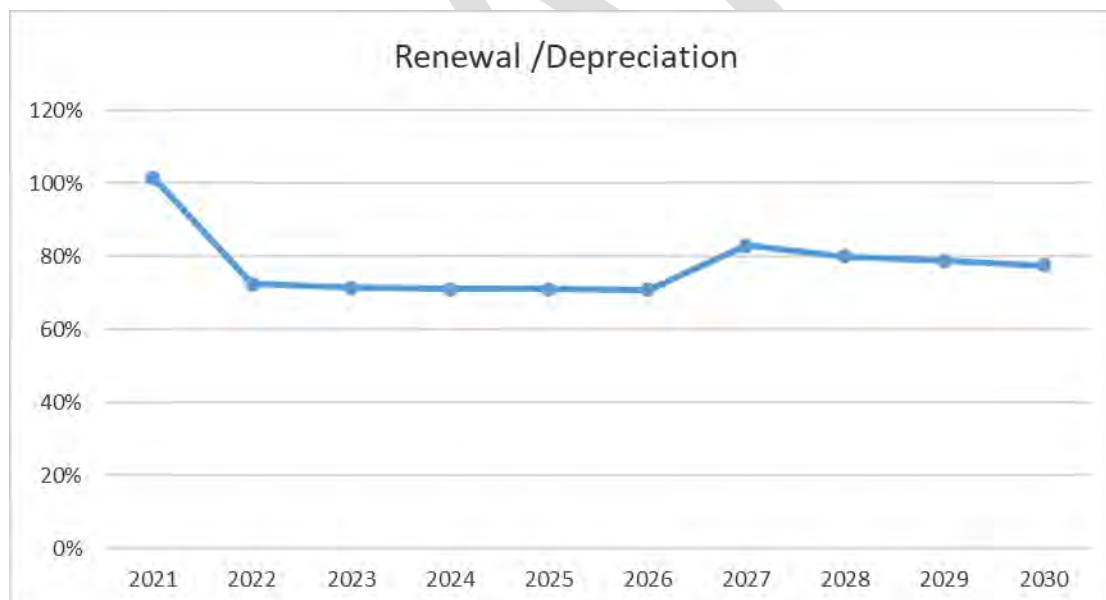


Operating performance Ratio



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

Renewal/Depreciation Ratio

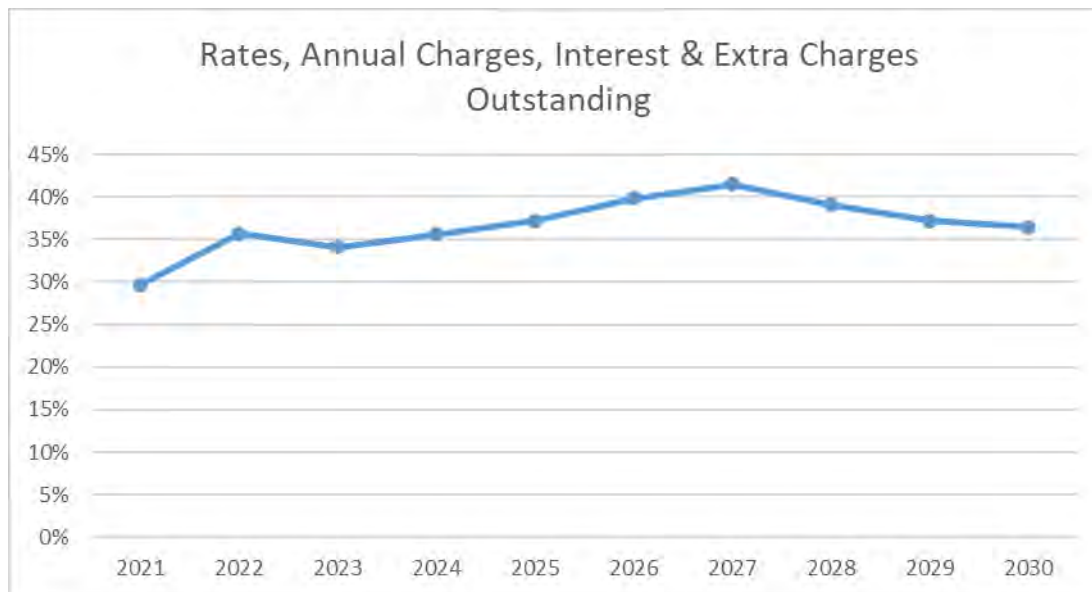


The Renewal/Depreciation Ratio compares capital expenditure on renewal to depreciation. The threshold for this ratio is 100%. A ratio of less than 100% indicates that the capital being consumed in an accounting sense exceeds the capital being replaced into the asset base.

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

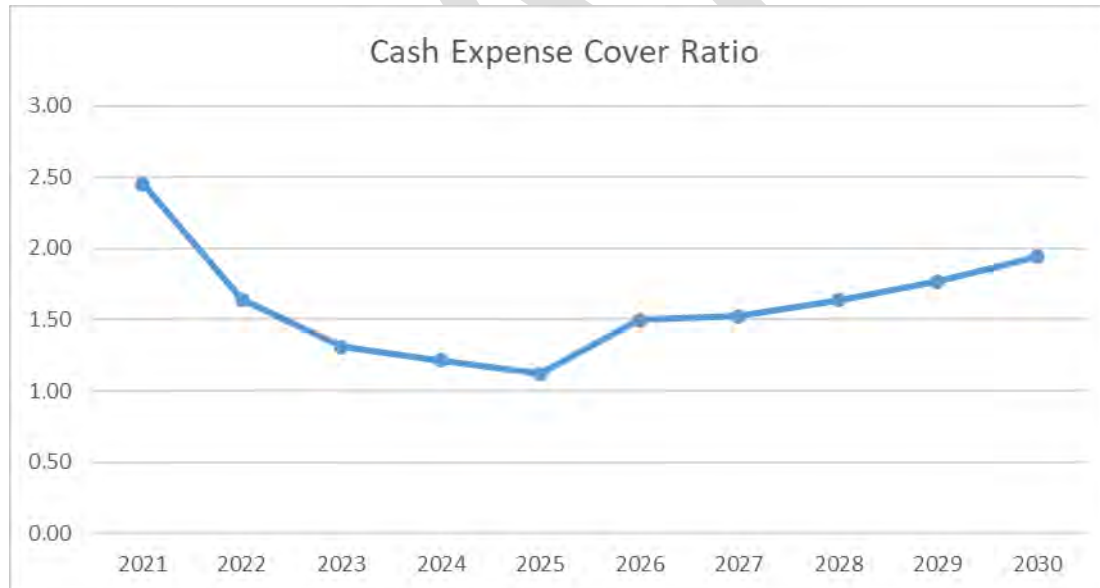


Rates, Annual Charges, Interest & Extra Charges Outstanding



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

Cash Expense Cover Ratio



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



Ongoing Performance Measurement

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

Conclusion

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

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

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Attachment 3

Grant Title	Funding Body	Funding Division	Responsible Officer	Status	Date Grant Approved	Grant Completion Date	Total Grant Funds	Expended 19-20	Amount Unexpended YTD
White Cliffs New Water Treatment Plant & Reticulation Network	Treasurer of NSW/Restart NSW	State	Darren Scotti	Active	23/07/2017	30/06/2024	\$ 5,500,000.00	\$ 180,815.77	\$ 5,319,184.23
Stronger Country Communities Fund Rounding 1	Department of Premier And Cabinet	State	Andrew Algate	Complete	20/09/2018	3/06/2020	\$ 893,640.00	\$ 502,355.46	\$ 176,706.92
Stronger Country Communities Fund Rounding 2	Department of Premier And Cabinet	State	Andrew Algate	Active	5/12/2018	30/06/2020	\$ 1,395,084.00	\$ 341,037.55	\$ 818,721.06
Financial Assistant Grant Entitlement 2019/2020 - Local Roads	Local Government Grants Commission	Commonwealth	Reece Wilson	Active	22/08/2019	30/06/2020	\$ 842,523.60	\$ 1,418,618.02	-\$ 576,094.42
Financial Assistant Grant Entitlement 2019/20 Non Roads	Local Government Grants Commission	Commonwealth	Jacob Philp	Active	22/08/2019	30/06/2020	\$ 2,070,210.00		\$ 2,070,210.00
Wilcannia Waste Facility	NSW Environmental Trust	State	Reece Wilson	Hold/Pending	14/09/2018	30/06/2021	\$ 200,000.00	\$ 15,663.81	\$ 184,336.19
Menindee Waste Facility	NSW Environmental Trust	State	Reece Wilson	Hold/Pending	14/09/2018	30/06/2021	\$ 134,457.00	\$ 5,745.00	\$ 128,712.00
Invanhoe Waste Facility	NSW Environmental Trust	State	Reece Wilson	Hold/Pending	14/09/2018	30/06/2021	\$ 95,083.00	\$ 4.65	\$ 95,078.35
Aboriginal Communities Water And Sewerage Program	Department of Planning, Industry & Environment	State	Reece Wilson	Active	10/09/2019	10/09/2024	\$ 709,130.00	\$ 18,991.67	\$ 690,138.33
Menindee Fish Hatchery Scoping Study	Department of Agriculture	Commonwealth	Greg Hill	Active	30/01/2020	24/08/2020	\$ 127,402.00		\$ 127,402.00
Western WAP 1520 Central Darling Shire Council - 2018/19	Local Land Services	State	Reece Wilson	Active	1/07/2018	30/06/2020	\$ 9,335.70	\$ 4,627.04	\$ 4,708.66
Drought Communities Programme - Extension	Department of Planning, Industry & Environment	Commonwealth	Reece Wilson	Active	1/07/2019	31/12/2020	\$ 1,000,000.00	\$ 249,848.98	\$ 750,151.02
Wilcannia Township Gravity Sewer Scheme Scoping Study	Restart NSW	State	Reece Wilson	Active	19/11/2018	30/06/2020	\$ 60,000.00	\$ 69,448.38	-\$ 9,448.38
Management Plan for Crown Land	NSW Communities & Justice	State	Reece Wilson	Active	15/11/2018	30/06/2021	\$ 100,000.00	\$ 78,440.77	\$ 21,559.23
Baaka Cultural Centre	Infrastructure NSW	State	Greg Hill	Hold/Pending	7/05/2019	30/06/2024	\$ 3,500,000.00		\$ 3,500,000.00
Replacement of Wilcannia Water Treatment Plant	Department of Industry	State	Darren Scotti	Hold/Pending	15/01/2020		\$ 3,500,000.00		\$ 3,500,000.00
Replacement of Ivanhoe Water Treatment Plant	Department of Industry	State	Darren Scotti	Hold/Pending	15/01/2020		\$ 2,500,000.00		\$ 2,500,000.00
FWJO Tourism Infrastrucure Project	Far West Joint Organisation	State	Andrew Algate	Active	1/05/2019	30/06/2023	\$ 1,000,000.00	\$ 6,702.86	\$ 993,297.14
Roads to Recovery - Round 1	Department of Infrastructure, Regional Development and Cities	Commonwealth	Reece Wilson	Active	15/03/2019	30/06/2024	\$ 1,502,727.00	\$ 1,329,427.26	\$ 173,299.74
Upgrade of Pooncarrie Road	Roads and Maritime Services	State	Mathew O. Bubica	Active	6/03/2019	30/06/2021	\$ 12,500,000.00	\$ 864,029.69	\$ 11,635,970.31
Remote Airstrip Upgrade Program Round 7	Department of Industry, Science, Energy and Resources	Commonwealth	Reece Wilson	Active	13/05/2020	30/06/2021	\$ 80,000.00	\$ 16,385.00	\$ 63,615.00
Stronger Country Communities Fund Round 3	Department of Premier And Cabinet	State	Reece Wilson	Active	6/05/2020	30/06/2021	\$ 760,340.00		\$ 760,340.00
Regional Road Block Grant Assistance	Roads and Maritime Services	State	Reece Wilson	Active	1/07/2019	30/06/2020	\$ 2,808,000.00	\$ 147,370.03	\$ 2,660,629.97
Regional Road Repair 2019/2020	Roads and Maritime Services	State	Reece Wilson	Active	11/11/2019	30/05/2020	\$ 400,000.00	\$ 495,909.22	-\$ 95,909.22
Local Roads and Community Infrastructure Program	Department of Infrastructure, Transport, Regional Development and Communications	Commonwealth	Reece Wilson	Active	22/05/2020	30/06/2021	\$ 1,001,818.00		\$ 1,001,818.00
Maari Ma Night Patrol and Wings Drop in Centre	Department of Planning, Industry & Environment	State	Greg Hill	Active	15/05/2020	30/08/2021	\$ 200,000.00	\$ 60,000.00	\$ 140,000.00
Baaka Curatorial Co-ordination Project	Regional NSW	State	Greg Hill	Active	6/05/2020	30/06/2021	\$ 15,000.00		\$ 15,000.00
DSP Council Statagic Planning	Department of Planning, Industry & Environment	State	Reece Wilson	Active	17/06/2020	30/06/2021	\$ 220,000.00		\$ 220,000.00
DSP Council Capacity and Capability Building	Department of Planning, Industry & Environment	State	Reece Wilson	Active	17/06/2020	30/06/2021	\$ 150,000.00		\$ 150,000.00
DSP Infrastructure / Employment Generation / Community Projects	Department of Planning, Industry & Environment	State	Reece Wilson	Active	17/06/2020	30/06/2021	\$ 1,430,000.00		\$ 1,430,000.00
Menindee Rural Drought Emergency Funding Water Carting	Department of Planning, Industry & Environment	State	Reece Wilson	Active	31/12/2018		\$ 80,000.00	\$ 36,355.00	\$ 43,645.00
Wilcannia Showgrounds Stimulus Program	Department of Planning, Industry & Environment	State	Reece Wilson	Active	26/06/2020	30/06/2021	\$ 130,000.00		\$ 130,000.00
Ivahoe Multi Service Outlet Project	Department of Industry, Innovation & Science	Commonwealth	Greg Hill	Active	29/06/2020	31/12/2022	\$ 150,000.00		\$ 150,000.00
Repair 2020/21 Project Funding	Transport for NSW	State	Reece Wilson	Active	23/06/2020	31/05/2021	\$ 400,000.00		\$ 400,000.00
Financial Assistant Grant Entitlement 2020/2021 - Local Roads	Local Government Grants Commission	Commonwealth	Reece Wilson	Active	5/01/2020	30/06/2021	\$ 853,629.00		\$ 853,629.00
Financial Assistant Grant Entilement 2020/2021 - Non Roads	Local Government Grants Commission	Commonwealth	Reece Wilson	Active	5/01/2020	30/06/2021	\$ 2,233,338.00		\$ 2,233,338.00
BAAKA Curation/CoOrdination Project	Museums and Galleries NSW, State Library of NSW and Sydney University	State	Greg Hill	Active	5/01/2020	30/07/2021	\$ 90,000.00		\$ 90,000.00
Roads to Recovery 2020/21	Department of Infrastructure, Regional Development and Cities	Commonwealth	Reece Wilson	Active	1/07/2020	30/06/2021	\$ 1,500,000.00		\$ 1,500,000.00

Grant Title
White Cliffs New Water Treatment Plant & Reticulation Network
Stronger Country Communities Fund Rounding 1
Stronger Country Communities Fund Rounding 2
Drought Relief Heavy Vehicle Access Program
Financial Assistant Grant Entitlement 2019/2020 - Local Roads
Financial Assistant Grant Entitlement 2019/20 Non Roads
Wilcannia Waste Facility
Menindee Waste Facility
Invanhoe Waste Facility
Aboriginal Communities Water And Sewerage Program
Menindee Fish Hatchery Scoping Study
Western WAP 1520 Central Darling Shire Council - 2018/19
Drought Communities Programme - Extension
Wilcannia Township Gravity Sewer Scheme Scoping Study
Drought Stimulus - Regional School Holiday Activities
Management Plan for Crown Land
Baaka Cultural Centre
Replacement of Wilcannia Water Treatment Plant
Replacement of Ivanhoe Water Treatment Plant
FWJO Tourism Infrastrucure Project
Roads to Recovery - Round 1
Upgrade of Pooncarrie Road
Remote Airstrip Upgrade Program Round 7
Stronger Country Communities Fund Round 3
Regional Road Block Grant Assistance
Regional Road Repair 2019/2020
Local Roads and Community Infrastructure Program
Maari Ma Night Patrol and Wings Drop in Centre
Baaka Curatorial Co-ordination Project
DSP Council Stategic Planning
DSP Council Capacity and Capability Building
DSP Infrastructure / Employment Generation / Community Projects
Menindee Rural Drought Emergency Funding Water Carting
Wilcannia Showgrounds Stimulus Program
Ivahoe Multi Service Outlet Project
Repair 2020/21 Project Funding
Financial Assistant Grant Entitlement 2020/2021 - Local Roads
Financial Assistant Grant Entilement 2020/2021 - Non Roads
BAAKA Curation/CoOrdination Project
Roads to Recovery 2020/21

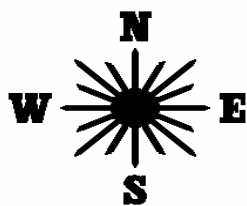
Funding Body
Treasurer of NSW/Restart NSW
Department of Premier And Cabinet
Department of Premier And Cabinet
Roads and Maritime Services
Local Government Grants Commission
Local Government Grants Commission
NSW Environmental Trust
NSW Environmental Trust
NSW Environmental Trust
Department of Planning, Industry & Environment
Department of Agriculture
Local Land Services
Department of Planning, Industry & Environment
Restart NSW
Department of Planning, Industry & Environment
NSW Communities & Justice
Infrastructure NSW
Department of Industry
Department of Industry
Far West Joint Organisation
Department of Infrastructure, Regional Development and Cities
Roads and Maritime Services
Department of Industry, Science, Energy and Resources
Department of Premier And Cabinet
Roads and Maritime Services
Roads and Maritime Services
Department of Infrastructure, Transport, Regional Development and Communications
Department of Planning, Industry & Environment
Regional NSW
Department of Planning, Industry & Environment
Department of Planning, Industry & Environment
Department of Planning, Industry & Environment
Department of Planning, Industry & Environment
Department of Planning, Industry & Environment
Department of Industry, Innovation & Science
Transport for NSW
Local Government Grants Commission
Local Government Grants Commission
Museums and Galleries NSW, State Library of NSW and Sydney University
Department of Infrastructure, Regional Development and Cities

Funding Division	Responsible Officer	Status	Date Grant Approved
State	Darren Scotti	Active	23/07/2017
State	Andrew Algate	Complete	20/09/2018
State	Andrew Algate	Active	5/12/2018
State	Reece Wilson	Complete	8/02/2019
Commonwealth	Reece Wilson	Active	22/08/2019
Commonwealth	Jacob Philp	Active	22/08/2019
State	Reece Wilson	Hold/Pending	14/09/2018
State	Reece Wilson	Hold/Pending	14/09/2018
State	Reece Wilson	Hold/Pending	14/09/2018
State	Reece Wilson	Active	10/09/2019
Commonwealth	Greg Hill	Active	30/01/2020
State	Reece Wilson	Active	1/07/2018
Commonwealth	Reece Wilson	Active	1/07/2019
State	Reece Wilson	Active	19/11/2018
State	Jacob Philp	Complete	16/12/2019
State	Reece Wilson	Active	15/11/2018
State	Greg Hill	Hold/Pending	7/05/2019
State	Darren Scotti	Hold/Pending	15/01/2020
State	Darren Scotti	Hold/Pending	15/01/2020
State	Andrew Algate	Active	1/05/2019
Commonwealth	Reece Wilson	Active	15/03/2019
State	Mathew O. Bubica	Active	6/03/2019
Commonwealth	Reece Wilson	Active	13/05/2020
State	Reece Wilson	Active	6/05/2020
State	Reece Wilson	Active	1/07/2019
State	Reece Wilson	Active	11/11/2019
Commonwealth	Reece Wilson	Active	22/05/2020
State	Greg Hill	Active	15/05/2020
State	Greg Hill	Active	6/05/2020
State	Reece Wilson	Active	17/06/2020
State	Reece Wilson	Active	17/06/2020
State	Reece Wilson	Active	17/06/2020
State	Reece Wilson	Active	31/12/2018
State	Reece Wilson	Active	26/06/2020
Commonwealth	Greg Hill	Active	29/06/2020
State	Reece Wilson	Active	23/06/2020
Commonwealth	Reece Wilson	Active	5/01/2020
Commonwealth	Reece Wilson	Active	5/01/2020
State	Greg Hill	Active	5/01/2020
Commonwealth	Reece Wilson	Active	1/07/2020

Grant Completion Date	Total Grant Funds	Contribution	Council Contribution
30/06/2024	\$ 5,500,000.00		
3/06/2020	\$ 893,640.00	Fully Funded	
30/06/2020	\$ 1,395,084.00	Fully Funded	
30/06/2020	\$ 300,000.00		
30/06/2020	\$ 842,523.60		
30/06/2020	\$ 2,070,210.00		
30/06/2021	\$ 200,000.00		
30/06/2021	\$ 134,457.00		
30/06/2021	\$ 95,083.00		
10/09/2024	\$ 709,130.00		
24/08/2020	\$ 127,402.00		
30/06/2020	\$ 9,335.70		
31/12/2020	\$ 1,000,000.00	Fully Funded	
30/06/2020	\$ 60,000.00	Fully Funded	
3/03/2020	\$ 10,000.00	Fully Funded	
30/06/2021	\$ 100,000.00	\$ for \$	
30/06/2024	\$ 3,500,000.00	Fully Funded	
	\$ 3,500,000.00	\$ for \$	
	\$ 2,500,000.00	\$ for \$	
30/06/2023	\$ 1,000,000.00	Fully Funded	
30/06/2024	\$ 1,502,727.00	\$ for \$	
30/06/2021	\$ 12,500,000.00	\$ for \$	
30/06/2021	\$ 80,000.00	\$ for \$	\$ 80,000.00
30/06/2021	\$ 760,340.00	\$ for \$	
30/06/2020	\$ 2,808,000.00	\$ for \$	
30/05/2020	\$ 400,000.00	\$ for \$	
30/06/2021	\$ 1,001,818.00	\$ for \$	
30/08/2021	\$ 200,000.00	\$ for \$	
30/06/2021	\$ 15,000.00	\$ for \$	
30/06/2021	\$ 220,000.00	\$ for \$	
30/06/2021	\$ 150,000.00	\$ for \$	
30/06/2021	\$ 1,430,000.00	\$ for \$	
	\$ 80,000.00	\$ for \$	
30/06/2021	\$ 130,000.00	\$ for \$	
31/12/2022	\$ 150,000.00	\$ for \$	
31/05/2021	\$ 400,000.00	\$ for \$	\$ 600,000.00
30/06/2021	\$ 853,629.00	\$ for \$	
30/06/2021	\$ 2,233,338.00	\$ for \$	
30/07/2021	\$ 90,000.00	\$ for \$	
30/06/2021	\$ 1,500,000.00	Fully Funded	

Amount Billed	Amount Operational	Amount Capital	Expended 18-19
\$ -	\$ -	\$ 5,500,000.00	\$ -
		\$ 446,820.00	\$ 214,577.62
\$ 446,820.00	\$ -	\$ -	\$ 235,325.39
\$ -		\$ 300,000.00	
		\$ 842,523.60	
		\$ 2,070,210.00	
\$ 175,183.00			
\$ 121,011.00			
\$ 57,227.00			
		\$ 68,133.00	
		\$ 60,000.00	
	\$ 9,335.70		
		\$ 500,000.00	
		\$ 42,671.00	
\$ 10,000.00	\$ 10,000.00		
		\$ 60,000.00	
		\$ 1,502,727.00	
		\$ 500,000.00	
		\$ 64,000.00	
		\$ 2,618,000.00	
		\$ 300,000.00	
\$ 60,000.00	\$ 60,000.00		
\$ 15,000.00			
\$ 55,000.00			
\$ 37,500.00			
\$ 476,500.00			
\$ 80,000.00			
		\$ 853,629.00	
		\$ 2,233,338.00	

Expended 19-20	Expended 20-21	Amount Unexpended YTD	Amount to be Claimed
\$ 180,815.77		\$ 5,319,184.23	\$ 5,500,000.00
\$ 502,355.46		\$ 176,706.92	\$ 893,640.00
\$ 341,037.55		\$ 818,721.06	\$ 948,264.00
\$ 321,630.74		-\$ 21,630.74	\$ 300,000.00
\$ 1,418,618.02		-\$ 576,094.42	\$ 842,523.60
		\$ 2,070,210.00	\$ 2,070,210.00
\$ 15,663.81		\$ 184,336.19	\$ 24,817.00
\$ 5,745.00		\$ 128,712.00	\$ 13,446.00
\$ 4.65		\$ 95,078.35	\$ 37,856.00
\$ 18,991.67		\$ 690,138.33	\$ 709,130.00
		\$ 127,402.00	\$ 127,402.00
\$ 4,627.04		\$ 4,708.66	\$ 9,335.70
\$ 249,848.98		\$ 750,151.02	\$ 1,000,000.00
\$ 69,448.38		-\$ 9,448.38	\$ 60,000.00
\$ 10,000.00		\$ -	\$ -
\$ 78,440.77		\$ 21,559.23	\$ 100,000.00
		\$ 3,500,000.00	\$ 3,500,000.00
		\$ 3,500,000.00	\$ 3,500,000.00
		\$ 2,500,000.00	\$ 2,500,000.00
\$ 6,702.86		\$ 993,297.14	\$ 1,000,000.00
\$ 1,329,427.26		\$ 173,299.74	\$ 1,502,727.00
\$ 864,029.69		\$ 11,635,970.31	\$ 12,500,000.00
\$ 16,385.00		\$ 63,615.00	\$ -
		\$ 760,340.00	\$ 760,340.00
\$ 147,370.03		\$ 2,660,629.97	\$ 2,808,000.00
\$ 495,909.22		-\$ 95,909.22	\$ 400,000.00
		\$ 1,001,818.00	\$ 1,001,818.00
\$ 60,000.00		\$ 140,000.00	\$ 140,000.00
		\$ 15,000.00	\$ -
		\$ 220,000.00	\$ 165,000.00
		\$ 150,000.00	\$ 112,500.00
		\$ 1,430,000.00	\$ 953,500.00
\$ 36,355.00		\$ 43,645.00	\$ -
		\$ 130,000.00	\$ 130,000.00
		\$ 150,000.00	\$ 150,000.00
		\$ 400,000.00	-\$ 200,000.00
		\$ 853,629.00	\$ 853,629.00
		\$ 2,233,338.00	\$ 2,233,338.00
		\$ 90,000.00	\$ 90,000.00
		\$ 1,500,000.00	\$ 1,500,000.00



Central Darling Shire Council

Title of Policy	DRAFT Community Service Awards		
This applies to			
Author		Date approved:	
Position of Author		Authorised by:	General Manager
Legislation, Australian Standards, Code of Practice	Local Government Act 1993		
Related Policies/Procedures	Community Service Awards Application Form		

1 POLICY STATEMENT

Council recognizes that the community is enhanced through the endeavours of its residents and volunteers who work to improve the lives of others and make the Central Darling Shire a better place to live. Council's Community Service Awards recognize the outstanding contributions by publicly acknowledging and thanking them in a spirit of community pride.

2 DEFINITIONS

Event: An activity or thing that happens or takes place as a singular occurrence though that may be over more than one day.

3 SCOPE AND APPLICATION

This policy applies to all employees, agents, officers, councillors and committee members of Central Darling Shire.

4 PRINCIPLES

1. That Council recognises the outstanding contribution of Central Darling Shire volunteers throughout the year where appropriate.
2. That this program includes Outstanding Community Service Awards

3. That the Outstanding Community Service Awards focus on recognising Central Darling Shire residents who have made a significant contribution to the Central Darling Shire and its community.
4. That a Panel comprising four community members and the General Manager or his/her delegate be convened to judge the nominations received. In addition, one staff member will serve as facilitator on the panel – they will not vote.
5. That the judging Panel be provided with all necessary information to assist them with their deliberations including information relating to any other awards those nominees may have received.

Table 1: Annual Award Categories

Outstanding Community Service Awards
Citizen of the Year
Young Citizen of the Year
Service to the Community

The guidelines and eligibility criteria for each category will be reviewed annually and promoted via Council's communication channels.

All nominees must be residents of, or events held within, the Central Darling Shire Local Government Area.

Recipients are objectively selected by a Selection Panel on merit and against the Award criteria. The panel is made up of four community members and the General manager or his/her delegate (provided they have not nominated someone for an award). One members will serve as facilitator on the panel, but will not vote. A member of the panel is to declare an interest and stand aside from the Panel should they be related to a nominee, or consider that for any reason a conflict of interest may arise.

The Community Service Awards are announced and presented at or around the timing of the Central Darling Australia Day celebrations on 26 January each year.

5 HISTORY

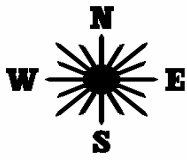
Date	Version Number	Activity log	Resolution Number	Resolution date
22/07/20	1	DRAFT Community Service Awards Policy referred to Council for adoption.		



Please select the appropriate category for your nomination (*please tick*):

Name:			
Address:			
Email:		Phone:	

TELL US ABOUT YOUR NOMINEE and why they stand out from the next person
(Please include involvement, achievements and contribution made individually or
with others including any outstanding contributions made to the community. Please
also include any additional information you feel may assist in the consideration of
your candidate for the award)



2020 COMMUNITY SERVICE AWARDS CENTRAL DARLING SHIRE COUNCIL

NOMINATOR *(your details)*

Name:			
Address:			
Email:		Phone:	

Declaration: I hereby declare that the information contained in this nomination form for the Central Darling Shire Council Community Service Awards, is to my knowledge, true and correct *(please tick)* ☐

SUBMISSION OF YOUR NOMINATION

Electronically: email to

By Post: PO Box 165 Wilcannia NSW 2836

In person: 21 Reid Street Wilcannia NSW 2836

APPLICATION CLOSE 5PM FRIDAY 4 DECEMBER 2020



The Hon. David Littleproud MP
Minister for Agriculture, Drought and
Emergency Management
Deputy Leader of the Nationals

The Hon. David Elliott MP
New South Wales Minister for Police and
Emergency Services

J O I N T M E D I A R E L E A S E

Saturday 25th July 2020

DISASTER ASSISTANCE FOLLOWING STORMS AND FLOODS IN WESTERN NSW

Disaster assistance is now available in the local government areas (LGAs) of Bogan, Central Darling, Cobar, Coonamble, Gilgandra, Lachlan, Parkes and Warrumbungle following heavy rainfall and flooding that occurred in early April 2020.

Assistance is being provided through the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements (DRFA).

Minister for Emergency Management David Littleproud said the storms had left the local councils with expensive repair bills.

“For several days the region was lashed by heavy rain that caused significant damage to properties and road infrastructure, and led to the temporary closure of major roads and highways across the region,” Minister Littleproud said.

“A range of practical assistance is now available to help communities and councils assess the damage and get on with clean-up efforts and repair to damaged infrastructure.

“We are working closely with the NSW Government to support communities and impacted councils recover as quickly as possible from this storm event.”

New South Wales Minister for Police and Emergency Services David Elliott said the SES received more than 540 Requests for Assistance for the two disaster events.

“The storms caused extensive damage to properties and significant disruption to the wider community due to flooding and impacts to local infrastructure,” Minister Elliott said.

“The assistance being announced today will help cover the costs associated with the operational response and repairing damaged essential public assets, such as roads.”

Assistance available under the DRFA may include:

- help for eligible people whose homes or belongings have been damaged
- support for affected local councils to help with the costs of cleaning up and restoring damaged essential public assets
- concessional interest rate loans for small businesses, primary producers and non-profit organisations
- freight subsidies for primary producers, and
- grants to eligible non-profit organisations

If you are uninsured and have low income, for information on personal hardship and distress assistance, please contact the Disaster Welfare Assistance Line on 1800 018 444. To apply for a concessional loan or grant, contact the NSW Rural Assistance Authority on 1800 678 593 or visit www.raa.nsw.gov.au

Further information on disaster assistance is available on the Australian Government's Disaster Assist website at www.disasterassist.gov.au and the NSW emergency information and response website at www.emergency.nsw.gov.au

MEDIA CONTACTS:

Douglas Ferguson 0455 448 985 (Minister Littleproud)
Shae McLaughlin 0439824831 (Minister Elliott)



Assessment of take and protection during first flush flows in the Northern Basin

A satellite imagery derived assessment of take and water protected in the Northern Basin first flush flows of February 2020.

July 2020



Published by NSW Department of Planning, Industry and Environment

dpie.nsw.gov.au

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Subtitle: A satellite imagery derived assessment of take and water protected in the Northern Basin first flush flows of February 2020

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More information

Danielle Baker/DPIE Water/Water Analytics

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Executive Summary

In late January and throughout February 2020 the New South Wales (NSW) Northern Murray Darling Basin received significant rainfall and inflows, following an extended dry period. These flows were protected from take by s 324 restrictions under the *Water Management Act 2000* to meet critical needs in the northern valleys and to provide an initial target volume of 60,000–70,000 megalitres (ML) at the Menindee Lakes. Restrictions were permanently lifted in the northern valleys by 23 February when this target was assured of being met.

Rainfall and inflows continued beyond what was anticipated, and accordingly in early March the Menindee Lakes target was increased to 200,000 ML to provide a 12–18 month drought reserve for the Lower Darling. When it was clear that this target would be met, restrictions along the Barwon-Darling were progressively lifted.

This report provides the methods and results of three analyses:

- An analysis of water in large on-farm storages using a combination of satellite and aerial survey data and analysis, by a method known as remote sensing. Water in storages may be from active or passive floodplain harvesting, taken from rivers or groundwater and pumped to storage, or from direct rainfall, and on-farm run-off/tailwater capture.
- A water balance that quantifies the inflow to the regulated river systems from catchment run-off (after harvesting) and the take from these flows. The water balance also establishes the volume of water replenishing the natural river environment and the outflows to downstream rivers.
- Comparison of measured supplementary take against the potential supplementary take under standard water sharing plan arrangements.

These analyses combined enable the volumes of water taken to be compared to the take that could have occurred without restrictions. This comparison shows that the restrictions helped protect the first flush flows.

This is a first step in analysing and evaluating the protected first flush flows. This hydrologic assessment characterises the management of the first flush under the Extreme Events Policy (DPI, 2018) as successful, protecting a substantial volume of water critical for achieving public health and environmental outcomes.

Beyond this, future metering, measurement and telemetry will improve how we quantify unregulated and floodplain take, and how we quantify and enforce the protections and the outcomes they deliver.

Key flows and volumes

The key figures that quantify the impact of take on the first flush are:

- A substantial portion of the inflows were protected from extraction and either replenished northern valley systems or passed through to the Barwon-Darling River. During February 422,000 ML flowed into the regulated tributaries, of which only 31,000 ML (7%) was NSW take and 165,000 ML (39%) flowed to the Barwon-Darling River.
- An estimated increase in stored water of approximately 270,000 ML from early February to April.
- If the restrictions weren't in place and the standard water sharing plan arrangements were followed, an additional 100,000 ML of supplementary water could have been accessed.
- An estimated increase in stored water of approximately 30,000 ML from early to mid-February when temporary exemptions applied.

Key findings

The key findings of this assessment are that:

- While remote sensing is a valuable way of capturing data, it has limits as a means of measuring take. There is inherent uncertainty and scientific error in the methods and analysis which limit its use.
- We can characterise the available water and the use of this water to inform managing first flush flows. However, we can't do this with high accuracy or in close to real time until metering, measurement and telemetry are in place.
- We cannot fully quantify the benefits of the restrictions against a scenario without restrictions using the methods in this report.
- Lessons from this assessment will inform the methods for future assessment, as well as future management of flows for critical needs.

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Introduction

From late-January to late-February 2020, substantial rain fell, and rivers flowed in the New South Wales (NSW) Northern Murray Darling Basin. This followed record drought conditions, and severe water shortages for people, animals and the environment. The NSW Department of Planning, Industry and Environment (the Department) restricted water take from rivers and overland flows, under section s324 orders¹ to meet critical human and environmental water needs. These restrictions allowed for the northern tributaries and the Barwon-Darling River to recommence flowing and connect.

The following three temporary water restrictions orders were part of the Northern Basin restrictions:

1. Order prohibiting the take of water by general river pumpers in all the northern valleys and the Barwon-Darling – from 17 January to 31 January, extended to 17 February and then extended again to 28 February;
2. Order prohibiting the take of water from eight designated floodplains in the Gwydir, Namoi (Upper Namoi floodplain, Narrabri-Wee Waa floodplain and the Lower Namoi floodplain), Macquarie (Narromine to Oxley floodplain) and Barwon-Darling Valleys from 7 February, and the Macintyre and the Lower Macquarie from 12 February until 28 February 2020
3. Order prohibiting the take of water by Barwon-Darling river pumpers below Culgoa and from the Barwon-Darling floodplain – from 29 February to 17 April.

The orders allowed for responsive management, that is, for certain limited take to be approved during the period of the orders, and for the progressive lifting of restrictions as sufficient flows passed from upstream areas.

Once it was predicted that flow targets would be met, all restrictions were effectively lifted in the northern valleys and the northern floodplains by 23 February. All restrictions in the Barwon-Darling River above Culgoa were lifted on 27 February and below Culgoa on 6 March, and the Barwon-Darling floodplain by 31 March.

Data from satellite imagery and aerial survey, or remote sensing, was used to estimate the volumes of water taken during the first flush flows. Active and passive water take was estimated based on changes in the presence and surface area of water in large on-farm storages. These are dams primarily used to store floodplain harvesting and unregulated water take, as well as regulated and groundwater take, including supplementary access water. The report includes a February and a February to April water balance for the Northern Basin. This includes an estimation of the regulated river system inflows, as well as licenced take, system replenishments and other losses, and outflows to the Barwon-Darling River. For February, the actual measured take under supplementary access is compared to the potential supplementary take under standard water sharing plan rules. That is, it is compared to the potential take if the s 324 restriction was not in place.

¹ In accordance with the *Water Management Act 2000*

This report presents the:

- timeline of the rain, hydrology, restrictions and supplementary access for the first flush
- characteristics of large on-farm storages in the Northern Basin
- remote sensing method and resulting volumes for active and passive take in large on-farm storages during the first flush
- water balance method and the volumes of water flowing in and out of rivers, and available for system replenishment in rivers
- impact of take on the first flush, and the next steps in monitoring, measurement and management.

This assessment aims to:

- measure take, including passive take, using remote sensing
- characterise available water and use for transparency
- learn lessons to inform future assessment methods, and management to achieve critical public health, environmental and equitable water sharing outcomes.

Background

Regulated rivers and floodplain locations

The major regulated tributaries of the unregulated Barwon-Darling River in the NSW Northern Basin that are presented in this report are the:

- Border Rivers (NSW)
- Gwydir River
- Namoi River (Upper and Lower)
- Macquarie River.

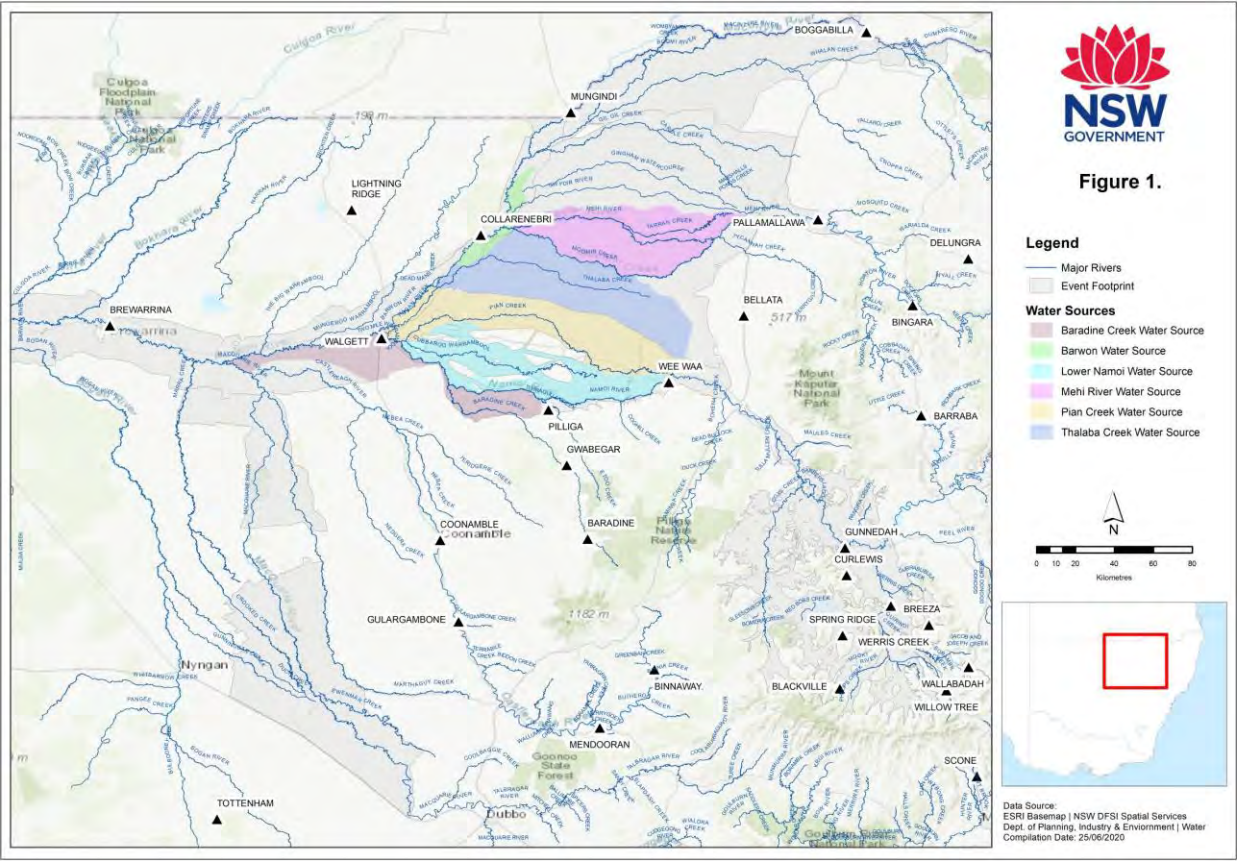


Figure 1: Floodplain locations where restrictions and temporary exemptions were applied

Timeline

During this event rains created flows that restarted and connected the northern tributaries with the Barwon-Darling River. Section 324 orders were made restricting take in the northern and Barwon-Darling rivers and floodplains, with some limited exemptions. Heavy local rain and flooding threatened infrastructure and restrictions were temporarily lifted for four days in some floodplains. By 21 February, the initial target flows of 60,000-70,000 ML were forecast to reach the Menindee Lakes and restrictions began to be permanently lifted in the northern valleys. Some supplementary access was also permitted. The restriction in the Barwon-Darling upstream of Culgoa was lifted on 27 February.

With further substantial rain and inflows from Queensland (QLD), the Barwon-Darling River and the Macquarie River, the volume forecast to reach the Menindee Lakes increased and further supplementary access was announced. The volume forecast to reach the Menindee Lakes became 205,000 – 220,000 ML, meeting the revised target of 200,000 ML and river pumping restrictions in the Barwon-Darling River downstream of Culgoa were lifted on 6 March. By the end of March, the last remaining restriction – the Barwon-Darling floodplain access – was lifted.

From 10 March, the Barwon-Darling River was flowing along its full length from Mungindi on the border, into the Menindee Lakes. Thousands of kilometres of rivers flowed for the first time in many months. Substantial additional rain fell in late-March and April, creating flows in the Marthaguy creek, Castlereagh, Macquarie and Bogan Rivers, and subsequent flows of 480,000 ML at Brewarrina. This was followed by May rainfall of 40-50 mm across central NSW. By the end of June, the Menindee Lakes had received more than 583,000 ML of total inflows, Table 1.

Table 1: Timeline of rain, hydrology, restrictions and supplementary access

Date	Rain and hydrology	Restrictions ² and Supplementary access ³
17 January	Northern Basin rain predicted	Section 324 order restricting river take in the northern valleys and Barwon-Darling
26 January -7 February	High rainfall in specific areas	Approval to pump (exemption to s 324) provided in Quirindi Creek and Mooki River unregulated rivers and Peel River high security for specified periods
7 February		Section 324 order restricting floodplain harvesting take in the Barwon-Darling, Gwydir, Macquarie (Narromine to Oxley Station) and the Upper, Mid (Narrabri to Wee Waa) and Lower Namoi floodplains
8-9 February	Heavy local rain 150 – 200 mm and flooding Lower Gwydir and Namoi floodplains	Approval to pump (temporary exemptions to s 324) for unregulated river users in some sections of the Namoi Valley and the Lower Gwydir Valley (between 8 and 17 February), and approval to take on parts of the Gwydir floodplain (between 9 and 12 February)
10-13 February		Approval to take (temporary exemptions to s 324) extended in the Gwydir floodplain and also applied to parts of the Barwon-Darling and Lower Namoi floodplains (covering Pian Creek, Lower Namoi, Baradine Creek, Mehi River, Barwon River between Collarenebri and Walgett and Thalaba Creek)
12 February	10,000 – 30,000 ML forecast to reach Menindee with restrictions	Section 324 order restricting floodplain harvesting take in the Lower Macintyre, Whalan Creek, Boomi River, and Lower Macquarie floodplains
14 to 16 February		Supplementary access permitted in parts of the Gwydir water source
18–19 February	Rain 25 – 75 mm Northern Basin	

² Temporary water restrictions can be found here <https://www.industry.nsw.gov.au/water/allocations-availability/temporary-water-restrictions>

³ Supplementary access announcements can be found here <https://www.waternsw.com.au/supply/regional-nsw/supplementary>

Date	Rain and hydrology	Restrictions ² and Supplementary access ³
20 February	60,000 – 80,000 ML forecast to reach Menindee without further restrictions (60,000 – 70,000 target predicted to be met)	Supplementary access permitted in parts of the Macquarie regulated river for 2-3 days
21 -23 February		Section 324 permanently lifted for all northern unregulated rivers and floodplains, but not for the Barwon-Darling River or floodplain
22-23 February	QLD rain 200 mm	
25-26 February	Rain and inflows in QLD, the Barwon-Darling River, and the Macquarie River. 150,000 – 170,000 ML forecast to reach Menindee	Suspension of general security account water lifted so that general security users in the Border Rivers, Upper and Lower Namoi water sources could access limited volumes in suspended carryover accounts from run of the river flows Supplementary access permitted in parts of the Border Rivers, Gwydir, Peel and Lower Namoi catchments for specified number of days
27 February		Section 324 permanently lifted for the Barwon-Darling River water source above Culgoa.
2 March	170,000 – 200,000 ML forecast to reach Menindee	
4 March	New 200,000 ML target set	
6 March	205,000 – 250,000 ML forecast to reach Menindee without further restrictions in the Barwon-Darling above Culgoa (200,000 ML target predicted to be met)	Section 324 permanently lifted for the Barwon-Darling River water source below Culgoa
10 March	Barwon-Darling River was flowing along its full length from Mungindi on the QLD border, into the Menindee Lakes	Various supplementary access during March in parts of Gwydir, Peel and Namoi for specified number of days

Date	Rain and hydrology	Restrictions ² and Supplementary access ³
31 March	Substantial additional rain fell in central NSW, generating a Barwon-Darling River flow of 480,000 ML at Brewarrina	Section 324 lifted for the Barwon-Darling floodplain Various supplementary access during April in parts of Peel, Macquarie, Border Rivers, Gwydir and Namoi
April		Various supplementary access during April in parts of Peel, Macquarie, Border Rivers, Gwydir and Namoi
May	40 – 50 mm rain across central NSW	
Late-June	Menindee Lakes had received more than 583,000 ML of total inflows	

Large on-farm storage characteristics

There are 1,424 large on-farm storages in the Northern Basin floodplains of the Border Rivers, Gwydir, Namoi, Macquarie and Barwon-Darling valleys. We expect that 1074 (1035 with LIDAR storage curve + 39 without) of these storages will be used to store water taken under a floodplain harvesting access licence. These storages can hold a maximum of approximately 1,292,000 ML, but the volume of floodplain take allowed by these storages is governed by Water Sharing Plans, Table 2. The smallest storage we assessed has a surface area of 3,800 m² and is in the Macquarie valley, while the average surface area of storages in the Northern Basin is 540,000 m².

Table 2: Northern Basin storages used for floodplain harvesting

Floodplain valley ⁴	Storages-with LiDAR curves (number)	Storages-without LiDAR curves (number)	Average volume-storages (ML)	Volume-storages (ML)
Border Rivers	108	2	1,600	175,100
Gwydir	318	1	1,600	498,000
Namoi	376	34	800	301,900
Macquarie	144	2	900	126,500
Barwon Darling	89	0	2,300	205,000
Total	1035	39	-	1,292,000

Staff from the Natural Resources Access Regulator (NRAR) rapidly assessed these and other storage locations in the Northern Basin, for notable changes in water surface areas. They developed a shortlist of 250 storages for further investigation. The method is described in the Appendix-Rapid assessment of storage surface area change.

Remote sensing of take method

We assessed whether water was taken from February to April by using remote sensing to determine if and how much water was present in storages in the areas of interest:

- late-January to early-February (23rd-2nd)
 - pre-first flush
- mid-February (circa 18th)
 - during the first flush and following the temporary exemptions
- late-April (circa 27th)
 - post-first flush and when restrictions had been lifted.

If water was taken during these periods, we would expect to see this as an increase in water surface area, and hence volume, in these dams.

⁴ These figures are the best available at June 2020.

To estimate a wet surface area, analysts used cloud-free Sentinel-2 satellite imagery at 10m resolution with a 5-day return interval.

The wet surface areas of storages were calculated and translated into a volume estimate using a validated storage capacity curve. The storage capacity curves were derived from aerial survey (LiDAR) data previously captured during 2016. The curve, Figure 2, matches observed water surface height in accordance with the Australian Height Datum (AHD), to surface area (m²) and volume (ML). In this way, a measured wet surface area is turned into a stored volume of water for each storage.

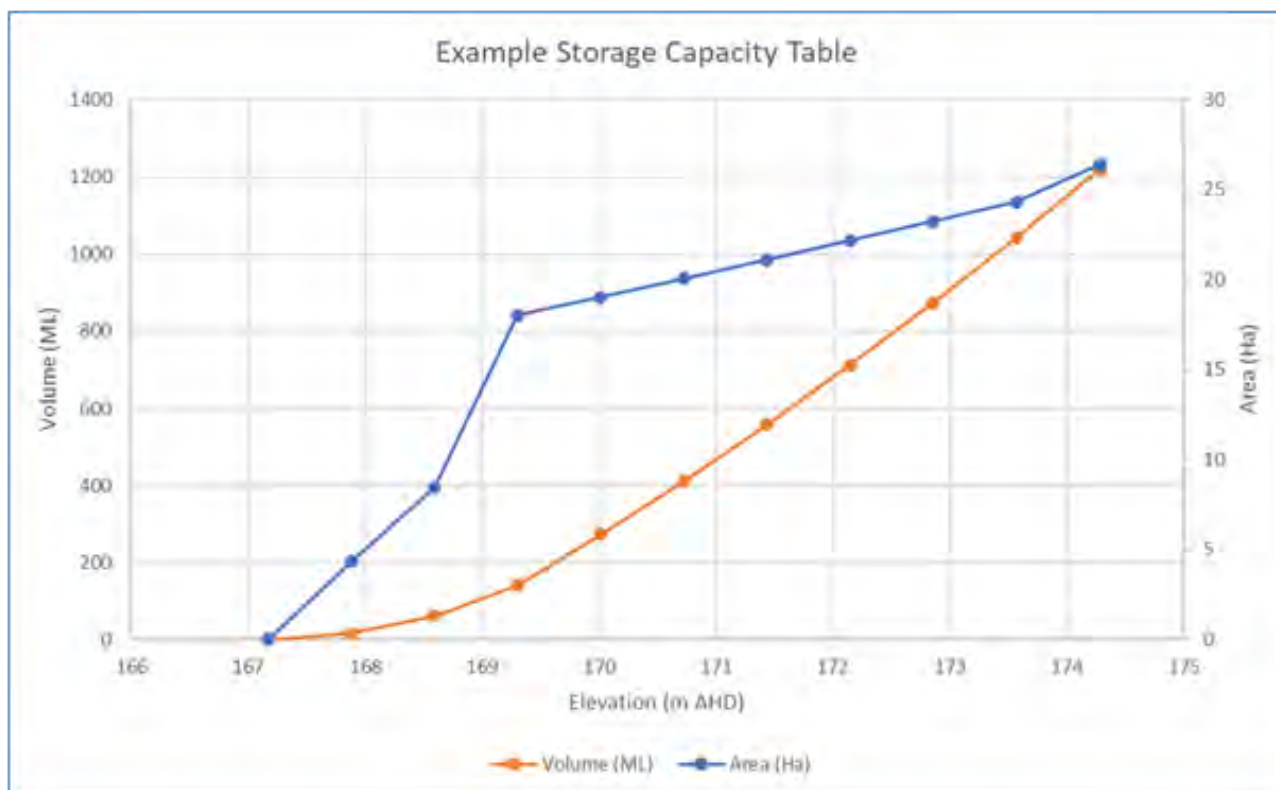


Figure 2: Example Storage Capacity Curve

There are assumptions, limits and uncertainty in this approach:

- The stored volumes are derived from remote sensing information, rather than directly measured. They are estimates only.
- Data derived from satellite imagery is scientifically uncertain and has limits due to image resolution or pixel size, and the image availability or the return interval.
- Our quality assurance indicates a possible error of 5% of Full Supply Volume (FSV) at the upper reaches of the volume estimation curve, and higher errors at lower storage levels. This known error has been factored into our calculations, and data has been presented with upper and lower bounds where volumes are estimated.

Details of how the wet surface area was calculated for the storages and the translation of these surface areas to an equivalent volume is provided in Appendix-Storage volumes limitations and uncertainty.

Remote sensed volume results

We used storages observed in cloud free imagery in the areas of interest as the basis for volume estimates. The total number of on-farm storages, and the number and proportion of these visible in cloud free imagery are summarised in Table 3.

Table 3: Number of visible storages in the area of interest

Location	Number visible pre-first flush	Number visible during-first flush	Number visible post-first flush ⁵
Border Rivers	26	45	79
Gwydir	56	132	205
Upper Namoi	51	40	97
Lower Namoi	154	232	207
Barwon-Darling	3	9	65
Macquarie	5	Not available ⁶	94

The Sentinel volume estimates and confidence ranges for storages in each of these areas is presented in Table 4.

⁵ In all cases only storages that were visible, had an available storage curve and had an observed wet surface area were included in the count

⁶ During-first flush the storages in the Macquarie were not visible due to cloud cover

Table 4: Sentinel estimates and ranges of volumes held in storages

Floodplain	Sentinel volume estimates and ranges ⁷ (ML)			
	Pre-first flush ⁸ (ML)	During-first flush and temporary exemptions (ML)	Volume increase pre to during-first flush (ML)	Post-first flush and restrictions lifted (ML)
Border Rivers	2,800 (1,800-4,000)	2,700 ⁹ (2,000 –3,500)	-100	36408 (24,500-46,700)
Gwydir	9,200 (5,400-13,200)	24,900 (16,700-34,000)	+15,700	85946 (52,300-118,000)
Upper Namoi	3,900 (2,000-6,400)	7,100 (4,700-9,200)	+3,200	15098 (8,900-21,900)
Lower Namoi	13,100 (8,500-17,300) ¹⁰	32,900 (22,600 – 41,000)	+19,800	65091 (44,500-78,300)
Barwon Darling ¹¹	<100	400 ¹²	+300	126,100 (89,100-149,600)
Macquarie	Assessed using Planet	Refer to Table 6	-	-
Total	29,100	68,000	+38,800	328,700

Quality assurance and refinement

We completed a quality assurance process to ensure that the data used was of an appropriate quality. To do so, we obtained a sample of 139 storages in which the satellite images indicated the presence of 50% or greater storage surface area.

Analysts then used Planet satellite imagery at a finer 3m resolution with a daily capture interval, to estimate water surface areas and re-calculate the volumes for the sample storages for the pre and mid-first flush time periods. A comparison of the two sets of volume results is presented in Table 5. At the finer resolution, we typically observed a reduction in wet area and therefore volume. This appears to be due to the finer image resolution, that is, 3m rather than 10m.

⁷ A range is indicated $\pm 20\%$ of Full Supply Volume (FSV), up to FSV or down to 5% FSV, to account for some of the limitations in satellite observations and volume capacity curve calculations.

⁸ Date of image acquisition varies across floodplains due to cloud cover.

⁹ Mid-February observations were constrained for the Border Rivers flood plain at the time of the initial assessment due to cloud cover.

¹⁰ The Lower Namoi was analysed as having 2,700 (1500 - 3800) ML stored on the 23 January.

¹¹ All storages within Barwon Darling floodplain were estimated/observed to hold volume within the storage borrow pit only, therefore no error bands have been calculated or indicated.

¹² The Barwon Darling floodplain was analysed as having 200 ML stored on 10 February.

Table 5: Comparison of Planet and Sentinel volume estimates

Floodplain Valley	Planet volume estimates (ML)	Sentinel volume estimates (ML)	Difference (ML)
Border Rivers			
Pre-first flush	900	800	-100
Mid-first flush	1,300	1,300	0
Gwydir			
Pre-first flush	3,100	4,000	900
Mid-first flush	5,700	12,300	-6,600
Namoi			
Pre-first flush	7,900	12,700	-4,800
Mid-first flush	30,200	37,000	-6,800
Total	49,200	68,200	-19,000

Accordingly, we applied the measured reduction to the results generated with the Sentinel imagery at the coarser scale to modify the floodplain wide estimates. A scaling factor was calculated and applied to the Sentinel wet areas and the storage volumes recalculated. Table 6 shows the recalculated volumes in each of the areas of interest.

Table 6: Scaled estimated total volume for combined storages

Floodplain	Estimated total volume and range for combined storages (ML)			
	Pre-first flush (ML)	During-first flush and temporary exemptions (ML)	Volume increase pre to during-first flush (ML)	Post-first flush and restrictions lifted (ML)
Border Rivers	2,200	Cloud affected ¹³ (2,200)	Not available	26,900
Gwydir	6,800	18,700	+11,900	63,300
Upper Namoi	3,100	5,200	+2,100	11,100
Lower Namoi	9,800	24,500	+14,700	47,400
Barwon Darling	100	400	+300	94,400
Macquarie	900	Cloud affected ¹⁴	Not available	48,600
Total	22,900	51,000	+29,000	291,700

¹³ Mid-February observations were constrained for the Border Rivers flood plain at the time of the initial assessment due to cloud cover, and originally estimated at 2200 ML. Subsequent analysis of curated satellite imagery indicates that the Border Rivers storages may have held as much as 8,200 ML in mid-February (pre-first flush 2200+1100=3,300 ML and during-first flush 2,200+6000=8,200 ML).

¹⁴ Cloud free images were not available over the Macquarie flood plain during the period 12-19 February; therefore, an assessment of surface area or volume was not possible.

Water Balance

To provide some context to the first flush flows, we completed a water balance for the NSW Northern Basin regulated river tributaries. This was based on the following calculation:

$$[A] \text{ Outflows} = [B] \text{ Total System inflows} - [C] \text{ System Replenishment} - [D] \text{ Take}$$

Where:

- **[A] Outflows** = volume estimated to exit the contributing catchment and flow into the Barwon-Darling River
- **[B] Total system inflows** = Northern Basin tributaries inflows including gauged inflows and estimates of ungauged inflows downstream of the major headwater regulating storages¹⁵
- **[C] System replenishment** = system losses including flows to major environmental assets including wetlands, losses to dry riverbeds, underlying aquifers, evapotranspiration, and flow in transit that has not left the river in the defined accounting period. The item also includes use associated with held environmental water access licences and basic landholder rights
- **[D] Licensed Take** = metered regulated river take (including all licenced take for supplementary, high security, general security, local water utility and domestic and stock licences).

Systems replenishment [C] is the balancing item in the water balance. That means it is calculated, not measured. Only inflow entering each regulated river system from catchment run-off, flow exiting each river system, and licenced take is measured. Floodplain harvesting take from catchment run-off prior to the water entering the regulated system is not considered in the balance, but by nature, would reduce inflows.

Total inflows and outflows for the Barwon-Darling River to Wilcannia, including contributions from the tributaries is provided; however, a full water balance is not presented as metering data is not yet available to quantify the licensed take.

The water balance does not consider flow travel times, and some of the February flows from the Border and Namoi Rivers to the Barwon-Darling River were still in transit in these rivers during February. This shows as a higher system replenishment volume for February when compared with the February to April analysis for these water sources. The lag in the geographically large Northern Basin is substantial, with many weeks of travel time in the Barwon-Darling River between Mungindi and Wilcannia.

Table 7 summarises the results of the water balance, including volumes of water flowing in and out of rivers, and available for system replenishment in rivers as a percentage of inflows. These results are detailed in the appendices section of this report.

¹⁵ Significant replenishments to the major storages was also observed during the event with a net increase of 367,000 ML captured to meet future demands (including Glenlyon Dam which is shared with QLD). Releases from storage are allowed for in the water balance (as an inflow) however these were minimal relative to downstream tributary inflows.

Table 7: Inflows, take and water remaining in the northern regulated river systems and contributions to the Barwon-Darling

Water Source	Inflows (ML) ¹⁶	Licensed take (ML) ¹⁷	System replenishment (ML)	Outflows (ML)
Border Rivers February	164,000	8,800 (5%) QLD 27,200 (17%) ¹⁸	77,600 (47%)	50,100 (31%)
Border Rivers Total February-April	200,800	9,900 (5%) QLD 27,200 (14%)	71,100 (35%)	92,500 (46%)
Gwydir February	60,000	5,200 (9%)	16,700 (28%)	38,000 (63%)
Gwydir Total February-April	100,800	17,900 (18%)	30,700 (30%)	52,200 (52%)
Namoi February	122,000	3,700 (3%)	42,300 (35%)	76,100 (62%)
Namoi Total February-April	132,800	10,900 (8%)	26,000 (19%)	96,100 (72%)
Macquarie February	76,000	13,100 (17%)	62,300 (82%)	600 (1%)

¹⁶ Estimated total inflow to the regulated river systems downstream of major storages, 1 to 29 February and 1 February to 28 April for total.

¹⁷ Provides take volumes from the rivers including supplementary water take. Held environmental water usage was 3,700 ML in Gwydir and 4,600 ML in the Macquarie and is included in the system replenishments. The water balance excludes floodplain harvesting activities. That is, any water that was captured on-farm or on the floodplain and did not flow into a river.

¹⁸ Provisional estimate of QLD take for the period 14 to 24 February 2020 supplied by QLD government. No further QLD take volumes are provided.

Water Source	Inflows (ML) ¹⁶	Licensed take (ML) ¹⁷	System replenishment (ML)	Outflows (ML)
Macquarie¹⁹ Total February-April	235,100	30,800 (13%)	187,800 (80%)	16,500 (7%) (Bogan²⁰ 41,000) (Marthaguy²¹ 90,000)
Barwon-Darling Total	876,900²² Barwon-Darling inflow from regulated outflows 257,300 Barwon-Darling inflow from other unregulated water sources 619,600	Not available²³	Not available	496,400 (57%)²⁴

Impact of take on the first flush

Stored water

At the start of February, the large on-farm storages held an estimated 23,000 ML, by mid-February 51,000 ML and by the end of April 292,000 ML. We therefore estimate an increase in stored water of approximately 270,000 ML from February to April 2020. This includes an estimated 30,000 ML by mid-February, during which there were four days when restrictions on floodplain harvesting were lifted in specified areas.

Stored water includes floodplain harvesting as well as water actively taken under several different water licence classes including unregulated, supplementary and groundwater and water taken under a basic landholder right. The stored water can also include passive floodplain take i.e. water

¹⁹ Inflows and direct outflows to the Barwon Darling are for the regulated river downstream of Burrendong Dam. The system replenishments presented for the regulated balance are inclusive of flows in Gunningbar Creek (8,000 ML) and Duck Creek (6,000 ML) which connect to the unregulated Bogan River system.

²⁰ Bogan River cumulative flows recorded at Gongolgon 421023.

²¹ Marthaguy Creek cumulative flows recorded at Carinda 421011.

²² Barwon-Darling River inflow estimate includes the outflows from the regulated Border Rivers, Gwydir, Namoi, and Macquarie Rivers together with an estimate of the contribution from all other unregulated inflow sources such as the Culgoa, Moonie, Castlereagh and Bogan Rivers. An estimate for loss processes and extraction was included which will be refined when further information on extraction volumes is available. The minimum volume inflow volume determined allowing for no loss or extraction was 671,000 ML.

²³ The final extraction volumes for the Barwon-Darling were not available at time of publication, due to A class extractions continuing, and the timing of meter reads being scheduled for the end of the water year. The preliminary extraction volume is 230,000 ML. This table will be updated and republished when the final information is available.

²⁴ Barwon Darling River water balance outflows at Wilcannia Main Channel 425008.

entering gravity fed storages that cannot be restricted by a pump, pipe or regulator and rainfall run-off collected in tailwater drains.

It is likely that the total take estimate of 270,000 ML in on-farm storage contains much of the 69,500 ML of licensed take in taken in the regulated tributaries for the full first flush assessment period. Future telemetry and measurement of floodplain harvesting will improve how we quantify floodplain water take and make information more rapidly available.

Take and system replenishment

The water balance shows a substantial portion of the inflows were protected from extraction and either replenished systems or were passed through to the Barwon-Darling River. During February 422,000 ML flowed into the regulated tributaries that connect to the Barwon-Darling River. Of this volume 165,000 ML (39%) flowed to the Barwon-Darling River. Take in NSW was 31,000 ML (7% of the inflow volume). The remaining portion of the inflow is attributed to take in QLD 27,000 ML (6% of the inflow volume), local tributary system replenishment, natural losses, flows to environmental assets such as the Macquarie Marshes and Gwydir wetlands, or water still transitioning to the Barwon-Darling River, as some of the February tributary inflows did not transit to the Barwon-Darling River until March.

Take increased in the northern tributaries when restrictions were permanently lifted in late-February. Inflows lessened, and apart from Marthaguy Creek and the Macquarie and Bogan Rivers, the proportion of water attributed to replenishment and outflows reduced.

For the full first flush assessment period, 670,000 ML flowed into the regulated tributaries, with substantial flows arriving in the Macquarie during April, and moderate increases occurring in the other regulated tributaries. Take in NSW was 70,000 ML (10% of the inflow volume) and the remaining proportion of the inflow is attributed to take in QLD and system replenishment²⁵.

Flows started to reach Wilcannia from 5 March, the Menindee Lakes (Lake Wetherell) by 10 March and a substantial volume flowed beyond Wilcannia by the end of April, being 496,400 ML or 57% of estimated inflows to the Barwon Darling, to replenish the regulated Menindee Lakes system and connecting fish populations previously stranded in refuge pools. Many towns benefited from these flows. Water supplies were secured, and all town weir pools were filled.

The estimated inflow to the Barwon-Darling was 877,000 ML, 257,000 ML (29%) of which came from the regulated tributaries. The remaining inflow is attributed to flows from the unregulated water sources including flow transitioning from QLD (refer to appendices for further detail). A total of 316,000 ML (47%) of the regulated tributaries inflow remained in the tributary to replenish local systems or was in transit to the Barwon-Darling River, achieving outcomes for the environment and groundwater systems.

The water balance analysis was for the Northern Basin regulated rivers, and the impacts on the unregulated tributary rivers were not assessed, due to data limitations. The remote sensed (stored water) analysis does consider unregulated areas.

While only flows directly contributing to the Barwon-Darling were assessed in the water balance for the regulated systems, it is significant that these systems also received a net volume increase of 367,400 ML²⁶ to the major regulating storages during the event. This water provides for critical needs and other system demands ahead.

²⁵ Flows for non-consumptive purposes except for basic landholder rights take and change in storage volume for the river and weirs which were not quantified in the balance.

²⁶ including Glenlyon Dam which is a shared resource with QLD

Supplementary access water

Coinciding with the lifting of other restrictions in the northern valleys mostly from 20 February onwards, supplementary water licence holders in the Border Rivers, Gwydir, Macquarie and Lower Namoi valleys then had periods when access was allowed. Table 8 compares the actual supplementary event take against an estimate of what could have been made available for supplementary licence holders under the relevant water sharing plan rules.

Assessing the rules for distributing supplementary water, and the volume of inflow received in February, up to 132,000 ML could have been announced to supplementary access licence holders (of which 124,000 ML is associated with consumptive water users²⁷). Comparatively, February supplementary take/use was limited to 31,900 ML (24% of the no restriction estimate). Of this volume, 4,823 ML was associated with held environmental water orders, and the remainder taken for consumptive purposes. The difference between the potential and actual take/use, 100,000 ML, is the volume of water that was protected through the management of the first-flush for critical human and environmental needs.

Table 8: Supplementary take in February and non-restricted potential take for February events

Valley	February take/use ²⁸ (ML)	WSP rules potential ²⁹ (ML)	% of potential
Border Rivers ³⁰	8,700	35,000	25%
Gwydir	7,200 ³¹	25,000	29%
Namoi	2,400	57,000	4%
Macquarie	13,600 ³²	15,000	91%
Total³³	31,900	132,000	24%

²⁷ Assumes maximum demand for supplementary access by the environmental water holder. The proportion of held environmental supplementary water to total supplementary water on issue are 1%, 15%, 0% and 25% for the NSW Border Rivers, Gwydir, Namoi and Macquarie (below Burrendong Dam) respectively.

²⁸ Event access is the supplementary licence use including that used by held environmental water licences. Figures represent both the take and the volume announced to supplementary holders as there was 100% demand by holders.

²⁹ Estimation of potential supplementary announcements under standard water sharing plan rules without restrictions.

³⁰ NSW licence holders only.

³¹ Includes 3,448 ML held environmental water.

³² Includes 1,375 ML held environmental water.

³³ Supplementary access water can be held in large on-farm storages, meaning the remote sensing first flush volume estimates will include some of the supplementary take shown in Table 8.

Evaluation of the management of the first flush

The Department has appointed an independent panel to assess the management of the Northern Basin first flush event. Among other concerns, it will review the availability of information communicated to stakeholders and evidence to support decision-making and make recommendations on the changes that would improve the management of future events. The analysis and outcomes presented in this report were provided to panel. More information on the [Northern Basin first flush assessment](#) can be found on the Department's website.

Conclusion

For the first time, DPIE Water analysed and reported the volume of water take and the volume of water protected during a first flush, using a combination of remote sensing and measured and estimated water balance accounting.

Using satellite imagery to identify changes in water surface area is a well-established and effective means to gather data on the whereabouts and use of water in the landscape. By measuring water surface area changes, we were able to estimate the volume of active and passive take in large on-farm storages using aerial survey (LiDAR) derived storage capacity curves.

Remote sensing has its limitations. Our capacity to quantify wet areas is limited by the frequency of satellite passes, cloud cover obstructions, and the resolution of the different available images. The methods and analysis for this report have sought to reduce the impact of these limitations. In particular, the use of higher resolution Planet imagery to correct volume estimations for a sample of storages, and then applying this correction to all storages assessed, has sought to reduce the impact of image resolution. Converting wet surface areas to volume areas is a known point of uncertainty, managed through using a known and validated volume storage capacity curve.

Despite these known issues, remote sensing is a valuable tool in the absence of on-ground measurement. We estimate there was 30,000 ML of take in the first half of February (including the 4 day period when the restrictions were temporarily lifted), and 270,000 ML of take into on-farm storage from February to April.

The information provided by the remote sensing analysis was complemented by an event water balance analysis that quantified the inflow entering the regulated river systems from run-off (after harvesting), the licenced take from these flows, and the volume of event outflows and in system (including environmental) replenishment.

While the water balance had limitations, the simple method was selected to make use of readily available information that could be assessed without difficulty, and to limit calculation assumptions. It was not able to incorporate detail about the overland flow volumes prior to entering rivers, how water was used in the environment, changes to weir storage, basic rights extraction volumes, or determine absolute inflow volumes in the lower catchment areas, where the gain from runoff and loss from extraction and natural processes becomes complex.

It also did not address the travel times in the extensive Northern Basin. However, it has made volume estimates for water take and water protection available to interested parties within a relevant time frame. The active use of operational models by WaterNSW during the event are a better method of modelling water quantities in real time and could also be use in a more detailed post-event analysis.

This report quantifies the supplementary water protected against a scenario without protections in place when compared to standard water sharing plan arrangements. This is a first step in analysing and evaluating the protected first flush. On balance, this hydrologic assessment characterises the management of the first flush under the Extreme Events Policy (DPI, 2018) as

successful, protecting a substantial volume of water for critical human and environmental outcomes.

Beyond this, future improved take metering, measurement and telemetry will improve how we quantify unregulated and floodplain take and how we quantify and enforce the protections and the outcomes they deliver for the people, animals and environment of NSW.

Key findings

The key findings of this assessment are:

- While remote sensing is a valuable way of capturing data, it has limits as a means of measuring take. There is inherent uncertainty and scientific error in the methods and analysis which limit its use.
- We can characterise the available water and the use of this water to inform managing first flush flows. However, we can't do this with high accuracy or in close to real time until metering, measurement and telemetry are in place.
- We cannot fully quantify the benefits of the restrictions against a scenario without restrictions using the methods in this report.
- Lessons from this assessment will inform the methods for future assessment, as well as future of flows for critical needs.

Next steps

The Department, with WaterNSW, will:

- Explore lessons learned from this analysis and the management of the first flush, considering the findings from the independent assessment of the management of the Northern Basin first flush event.
- Use additional available data, and models to analyse volumes of water extracted, flowing in and out of rivers, and available for system replenishment in future first flush flows
- Consider developing new methods to model the full quantum of water in the landscape, the possible extent of unregulated and floodplain take and consider modelling alternate scenarios ranging from no protection to new plan rules, noting some of these analyses take a long time and are resource heavy and costly.

Appendices

Rapid assessment of storage surface area change

The Natural Resources Access Regulator (NRAR) in collaboration with Geoscience Australia and the Murray Darling Basin Authority (MDBA) used satellite imagery to perform a rapid assessment of storages of interest. The approach used a percentage of water pixels method developed by Geoscience Australia for the Digital Earth Australia (DEA) [Waterbodies tool](#), accessible from the Geoscience Australia website. This tool uses satellite imagery to monitor changes in water surface areas using publicly available Landsat satellite imagery and an applied water observation indices.

- Water surface area changes were measured in 3503 on-farm storages larger than 1 hectare (Ha) in the Northern Basin between 17th January – 8th February 2020.
- Of these 2293 were analysed in cloud-free imagery.
- Of these, 250 storages indicated a water surface area increases sufficiently large to be of interest.
- These 250 storages of interest were further assessed by NRAR using higher resolution and return interval Sentinel and Planet satellite imagery to verify and better assess the timing of any water surface area increases.
- Storages of interest were checked against multiple lines of information including rainfall totals, water licensing information, water account information and on-farm water infrastructure plans.
- Similar rapid screening data was supplied by the MDBA and cross-referenced by NRAR against the Geoscience Australia data for quality assurance.

Approximately 89% of storages with cloud-free data showed little or no increases in surface water area.

In comparison, the remote sensing assessment described in the body of this report estimates the change in event volume in floodplain eligible storages both during the temporary exemptions and in April.

Storage volumes limitations and uncertainty

Storage curve accuracy and volume estimation technique

The storage capacity curves developed as part of the Healthy Floodplains Program are known to be inaccurate at low volumes, that is when water only inundates the borrow pit (intentional depression or sink) within storages. It is possible they are inaccurate by a factor of over 100% of estimated volume.

The capacity curves are far more accurate at high volumes, that is when water is around the full supply volume. The high volume estimated error is between 5 and 10%.

Because of this difference, assumptions were made as to whether the water level was constrained to the borrow pit or not, and the calculation method was altered accordingly, Table 9.

Table 9: Volume estimation technique

Wet area percentage of full supply area	Estimated water level	Volume estimation technique
0-10%	Low within the borrow pit	Use 1% of full supply volume
10-50% ³⁴	Within the borrow pit	Use 5% of full supply volume ³⁵
50-100%	Above the borrow pit	Use capacity curve

Figure 3 and Figure 4 show examples of a typical storage borrow pit (orange doughnut shaped borrow) and an atypical borrow pit. In the typical borrow pit, the estimated volume would be inaccurate, in the atypical borrow pit the estimated volume would be far more inaccurate.

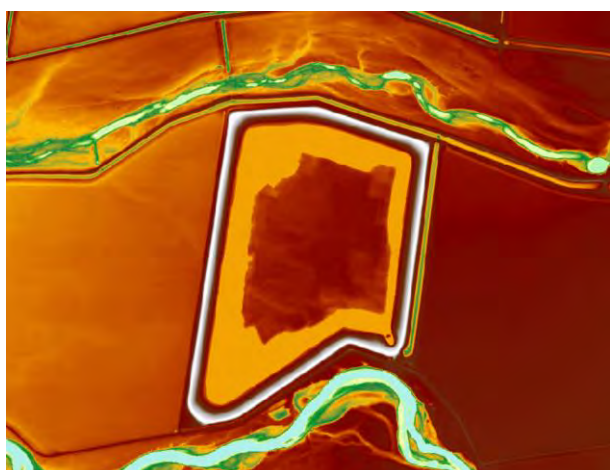


Figure 3: Typical 'donut' borrow pit shape depicted in range shading within a storage.

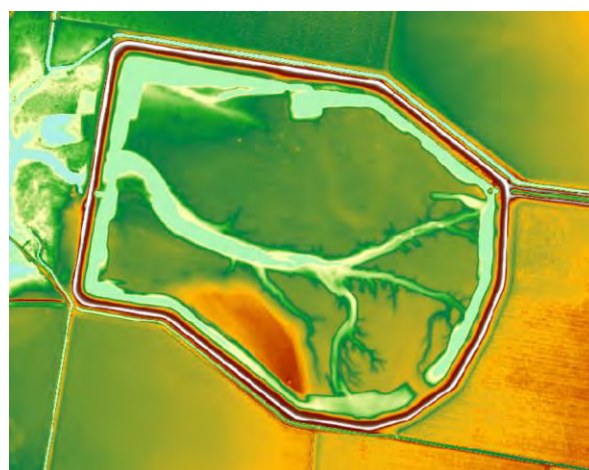


Figure 4: Atypical borrow pit shape made from a mix of excavated area and natural watercourse depression depicted in blue/green shading within a storage.

³⁴ Sensitivity testing was undertaken on this threshold. Varying it between 40-60% has less than 1% impact on the total volume estimated for the February event.

³⁵ The borrow pit volume represents around 5-10% of full supply volume. It was felt that 5% was an appropriate estimation.

Storage capacity curve errors

Many aerial survey (LiDAR) derived capacity curves were field verified by ground survey as part of the Storage Bathymetry Model (SBM) project. The SBM curves were typically within 5% of the ground survey equivalent when approaching full supply level. There was no systematic bias in the curves. There was no over or underpredicting.

One issue is that storages have since been modified (i.e. enlarged, deepened, separated or part decommissioned) after the LiDAR and survey used in the SBM project. In some cases, the capacity curves were developed from LiDAR collected over 12 years ago, so it is likely that there are now some modified storages for which volume conversion will be less accurate.

Storage borrow pit assumed volume error

The volumes assumed within the storage borrow pits are problematic. Sensitivity testing, such as increasing the borrow pit volume to 10% of full supply volume, shows a significant increase in the estimated volume, up to 24% when summing across all storages calculated. This is due to the borrow pit storages representing around 57% of all volume calculations. In short, they are sensitive to the assumptions made and large errors can result.

Approximately 10% of the storages analysed do not currently have a capacity curve and so the volume was not calculated. This is a combination of:

- primarily storages that are not eligible for floodplain harvesting and therefore were not requested or identified
- a small amount that were incorrectly not requested or identified
- a small amount that were not calculated due to data issues.

Given these omissions, the actual volumes are likely to be greater than the estimated volumes. The wet areas of the storages that are missing a capacity curve suggests that they are similar average sizes (90,000 m² for observed storages versus 87,000 m² for those missing a curve), although those without a curve tend to be shallower surge/temporary storage areas that have a lower area to volume ratio than a typical permanent storage.

Put simply, there are unknowns and scientific uncertainty in the method, but no easy way of correcting or quantifying it.

Translating area to volume errors

There are issues with calculating wet surface area from imagery captured during rain and storm events which bring cloud cover. The sensors and spectral bands used in this analysis to observe water cannot penetrate cloud cover. Therefore, storages were omitted where they were not visible in a phase of imagery acquisition, that is pre, mid, or post-first flush. Further, as cloud moves across the landscape and weather patterns change, different storages were obstructed by cloud and omitted in the different phases.

Sentinel satellite imagery is primarily used. This has a pixel resolution of 10m and a return interval of 5 days. This constrains both aligning image acquisition with key dates and the accuracy of surface area estimation, the latter mitigated by factoring after analysing a sample of storages with a higher resolution sensor.

Put simply, satellite imagery has limits due to image resolution or pixel size, and the image availability or the return interval.

Remote sensed components

The following data from each phase of the analysis (pre, mid, post) is available on request:

- Storage ID - Floodplain identifier
- Full supply area – storage curve information
- Full supply volume – storage curve information
- Image – Image date
- Inundated (wet) area – Sentinel observation
- Confirmed to borrow pit – where the area observed is <10% of the full supply volume of the storage
- Estimated volume – Calculation using Sentinel inundated (wet) area
- Revised Planet observation - Calculation using Sentinel inundated (wet) area derived correction factor

This data is available for the floodplains analysed:

- Border Rivers / Macintyre Floodplain
- Gwydir Floodplain
- Upper and Lower Namoi Floodplains
- Macquarie Floodplain
- Barwon-Darling Floodplain.

Water balance - inflow quantification notes

Upper section inflows

Reach section gains were identified to the locations shown in Table 10. These sites were identified as being the last major mainstream site upstream of major diversion and downstream of major tributary inflow. Storage releases are treated as an inflow to the balance.

Table 10: Upper section inflows mainstream gauging sites

Water Source	Site	Mainstream volume (measured)
Border Rivers	Dumaresq River at Glenarbon Weir plus Macintyre River at Holdfast (Yelarbon Crossing)	142,800
Gwydir	Gwydir River at Pallamallawa	81,500
Lower Namoi	Namoi River at Mollee	128,400
Macquarie	Macquarie River at Baroona	235,113 ³⁶

Lower section inflows

Below these measurement points, catchment inflow estimates were provided for Moomin Creek and the Boomi River unregulated systems. The ungauged estimated flow to Boomi Creek is not available to regulated river licence holders, however significant to quantifying total inflows to the Barwon-Darling from the Border Rivers.

Some smaller reach gains were observed in other areas of the catchment from runoff, however in these sections the loss and gain processes both become significant and difficult to individually quantify from flow measurement data.

Some of these observed reach gain observed but not explicitly quantified in the water balance were:

- Namoi water balance: a net gain between Weeta and Bullawa of 4,200 ML was observed (adjusted for Brigalow Creek measured inflow), and a net loss of 1,200 ML between the larger reach of Weeta to Bugilbone. A 1,800 ML net reach gain was observed between Mollee and Gunidgera.
- Gwydir water balance: a net reach gain between Midkin Crossing and Garah of 2,800 ML was observed.

While no direct adjustments were made to the water balance to allow for these gains of smaller magnitude, we recognise a more granular quantification approach to individual reach processes would improve detail for the water balance. As outflows and take are both measured components, any adjustments increasing the inflows presented would also, proportionally increase the system replenishment component as the balancing item.

³⁶ Where flows/volumes are measured and not estimated the full number is reported and not rounded.

Major storage volume increases

Inflows upstream of major storages were not included in the water balance as they did not contribute to the downstream flows being analysed (storage releases were considered). Table 11 provides the increase volumes to each major storage during the period analysed.

Table 11: Changes to major storage volumes during analysis period

Date and volume (ML)	Pindari Dam	Glenlyon Dam	Keepit Dam	Split Rock Dam	Copeton Dam	Burrendong Dam	Windamere Dam
1/02/2020	12,531	8,569	11,835	6,831	112,922	52,131	98,995
28/04/2020	36,118	35,905	64,590	21,162	187,946	224,869	100,606
Volume increase	23,587	27,336	52,755	14,331	75,023	172,738	1,611
Full supply capacity	312,000	254,310	425,510	397,370	1,361,720	1,190,060	368,120
% increase	8%	11%	12%	4%	6%	15%	0%

Barwon-Darling inflow estimation notes

The targeted method for estimating the total inflow (876,900 ML) to the Barwon-Darling system was to use the mainstream gauging sites reach gains, then add back into this volume the measured reach take once meter readings are finalised. Assumptions and potential ranges for transmissions losses occurring in these reaches may also be approximated. As extraction data was unavailable at the time of this assessment, an initial estimate of 30% was assumed to allow for any flow loss processes with the intent to refine this estimate when more information is available.

The absolute reach gains (assuming no loss processes or extraction occurring) between Mogil and Warraweena (last reach gaining site) indicated a minimum of 674,500 ML had entered the system for the period analysed.

The 30% approximation assumed for loss processes was validated by using the tributary gauge measurements on the unregulated systems directly contributing and additionally the outflows from the regulated water sources presented in the water balance. These measurements indicated an inflow volume of 861,575 ML. Tributary measurements on the Warrego (at Dick's Dam) of 43,166 ML and Narran River (Bundah) of 29,295 ML, were excluded for this approximation as significant interception was assumed downstream of these locations prior to meeting the Barwon-Darling system. This approximation from tributary gauging sites also assumes no loss between the gauging measurement and flow entering the Barwon Darling, and does not allow for further contributions from unmeasured tributary flows.

Table 12: Barwon-Darling unregulated tributary flow

Site	Name	Flow	Comment
417001	Moonie River at Gundablouie	75,691	
422031	Narran River @ Bundah	29,295	Significant interception assumed between site and Barwon-Darling River
422005	Bokhara River at Bokhara (Goodwins)	32,206	
422006	Culgoa River at D/S Collerina (Kenebree)	175,871	
423007	Warrego River at Dicks Dam	43,166	Significant interception assumed between site and Barwon-Darling River
420020	Castlereagh River at Gungalman	189,426	
421011	Marthaguy Creek at Carinda	90,203	
421023	Bogan River at Gongolgon	40,905	

Table 13: Barwon-Darling regulated rivers tributary inflow

Water source	Outflow (ML)
Border Rivers (including Boomi River estimate)	92,506
Gwydir	52,210
Namoi	96,093
Macquarie	16,464

Figure 5: Major unregulated catchment inflow to the Barwon Darling

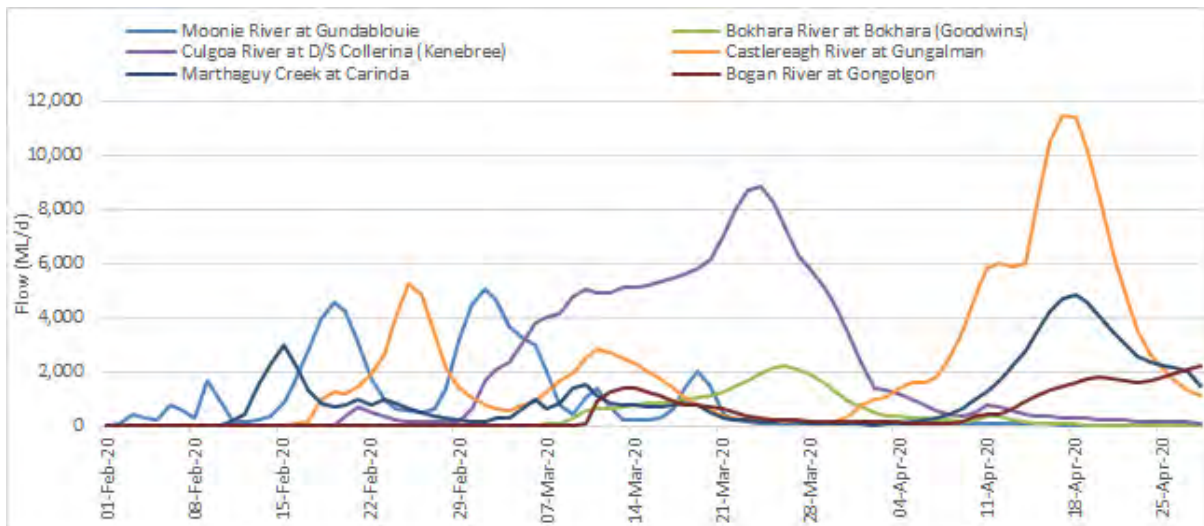


Figure 6: Regulated river inflow to the Barwon-Darling event (including Boomi River estimate)

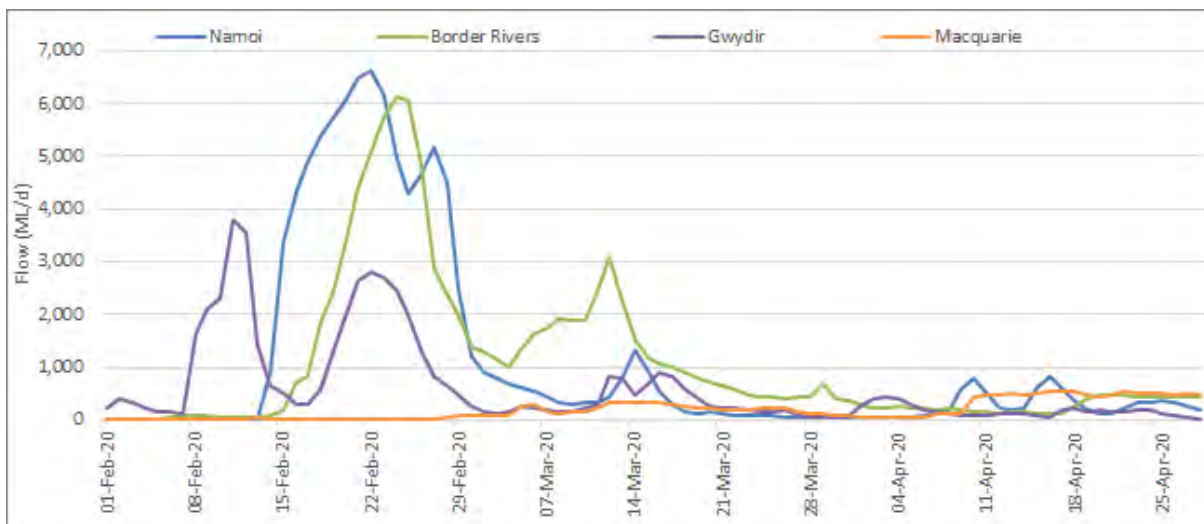
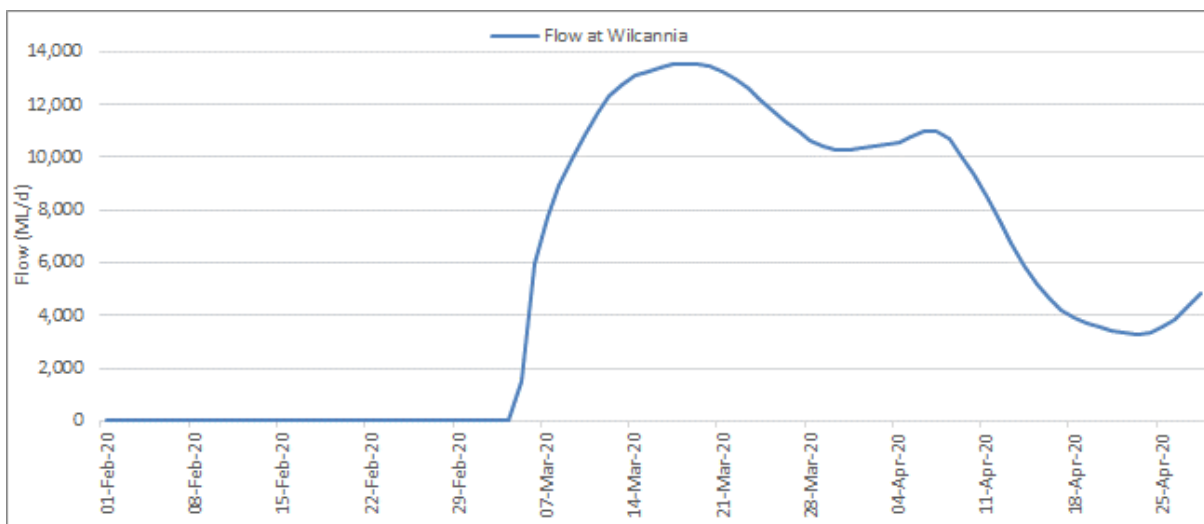


Figure 7: Flow at Wilcannia



Water balance components

Border Rivers water balance components

1 February to 29 February 2020

Inflows	Extractions (NSW)		Extractions (QLD)		Replenishments		Outflows	
ML	ML	% inflow	ML	% inflow	ML	% inflow	ML	% inflow
163,760	8,831	5%	27,200	17%	77,588	47%	50,140	31%

1 February to 28 April 2020

Inflows	Extractions (NSW)		Extractions (QLD)		Replenishments		Outflows	
ML	ML	% inflow	ML	% inflow	ML	% inflow	ML	% inflow
200,781	9,929	5%	27,200	14%	71,146	35%	92,506	46%

Balance inputs

Inflow (estimated)	Component	Flow		Reach gains	
	Macintyre Catchment	Feb	Feb-Apr	Feb	Feb-Apr
416067	Severn River at Ducca Marrin	554	1,563		
416006	Severn River at Ashford	6,815	10,491	6,262	8,928
416012	Macintyre River at Holdfast	19,405	26,902	12,590	16,411
	Reach gain total			18,851	25,339
	Measured section inflows			13,386	19,316
	Macintyre estimated inflow	5,465	6,023		
	Dumaresq				
416011	Dumaresq River at Roseneath	74,391	86,104		
416007	Dumaresq River U/S Bonshaw Weir	85,263	103,178	10,872	17,075
416040	Dumaresq River at Glenarbon Weir	97,163	115,905	11,901	12,727
	Reach gain total			22,773	29,802
	Measured section inflows			8,783	13,685
	Dumaresq estimated inflow	13,989	16,116		
	Boomi catchment				
	Unregulated inflow estimate	2,200	7,800	*	
	Total inflow (estimated)	21,655	29,940		

* volume does not contribute to regulated river system

Inflows (measured)	Gauging site name	Feb	Feb-Apr
416415A	Macintyre Brook at Booba Sands	21,125	21,690
416021	Frazers Creek at Westholme (Ashford)	3,906	6,483
416008	Beardy River at Haystack	8,783	13,685
416010	Macintyre River at Wallangra	9,480	12,833
416011	Dumaresq River at Roseneath	74,391	86,104
416067	Severn River at Ducca Marrin	554	1,563
416207A	Weir River at Mascot	23,866	28,483
	Total Inflows (measured)	142,105	170,842
	Total inflow (measured and estimated)	163,760	200,781

Outflow (measured)	Gauging Site	Feb	Feb-Apr
416001	Barwon River at Mungindi	40,540	75,806

Outflow (estimated)	Component	Feb	Feb-Apr
	Boomi River	9,600	16,700
	Total outflow estimate	50,140	92,506

Consumptive extractions	Licence Category	Feb	Feb-Apr
	Domestic And Stock	89	177
	Domestic And Stock [Domestic]	0	0
	Domestic And Stock [Stock]	0	10
	Local Water Utility	53	75
	Regulated River (General Security A)	0	12
	Regulated River (General Security B)	2	2
	Regulated River (High Security)	0	0
	Supplementary Water	8,688	9,653
	Total consumptive extractions (NSW)	8,831	9,929
	Total consumptive extractions (QLD)	27,200	27,200
	Total consumptive extractions	36,031	37,129

Held environmental usage	Feb	Feb-Apr
Total held environmental water usage	0	0

Gwydir water balance components

1 February to 29 February 2020

Inflows		Extractions		Replenishments		Outflows	
ML	ML	% inflow		ML	% inflow	ML	% inflow
60,010	5,202	9%		16,728	28%	38,080	63%

1 February to 28 April 2020

Inflows		Extractions		Replenishments		Outflows	
ML	ML	% inflow		ML	% inflow	ML	% inflow
100,825	17,911	18%		30,704	30%	52,210	52%

Balance inputs

Inflow	Component	Flow		Reach gains	
	Upper Gwydir	Feb	Feb-Apr	Feb	Feb-Apr
418026	Gwydir River Downstream Copeton Dam	1,193	3,304		
418012	Gwydir River at Pinegrove	6,725	14,305	5,532	11,001
418013	Gwydir River at Gravesend Road Bridge	45,318	66,410	38,593	52,105
418001	Gwydir River at Pallamallawa	50,685	81,511	5,367	15,101
	Reach gain total			49,492	78,207
	Measured section inflows			27,207	36,028
	Ungaaged inflow estimate upper Gwydir			22,285	42,179
	Moomin catchment	Feb	Feb-Apr	Feb	Feb-Apr
418048	Moomin Creek at Combadello Cutting	2,451	5,034		
418060	Moomin Creek at Glendello	2,944	6,162	493	1,128
418067	Moomin Creek at Clarendon Bridge (Heathfield)	3,542	7,328	598	1,166
418061	Moomin Creek at Alma Bridge (Derra Road)	8,636	13,362	5,094	6,034
418070	Moomin Creek at Moomin Plains	6,082	9,168	(2,553)	(4,194)
	Moomin inflow estimate			6,185	8,328
	Total inflow (estimated)			28,470	50,508

Inflows	Gauging Site	Feb	Feb-Apr
418025	Halls Creek at Bingara	373	489
418015	Horton River at Rider	22,050	29,381
418017	Myall Creek at Molroy	4,784	6,158
418032	Tycannah Creek at Horseshoe Lagoon	910	3,105
416054	Gil Gil Creek at Boolataroo	2,193	7,813
	Copeton Dam releases	1,230	3,372
	Total inflow (measured)	31,540	50,318
	Total inflow (measured and estimated)	60,010	100,825

Outflow	Gauging Site	Feb	Feb-Apr
418070	Moomin Creek at Moomin Plains	6,082	9,168
418058	Mehi River at Bronte	22,275	25,289
416052	Gil Gil Creek at Galloway	9,723	17,753
	Total outflow (measured)	38,080	52,210

	Licence Category	Feb	Feb-Apr
Consumptive extractions	Domestic And Stock	31	237
	Domestic And Stock [Stock]	9	20
	Local Water Utility	-	14
	Regulated River (General Security)	182	184
	Regulated River (High Security)	1,095	1,945
	Supplementary Water	3,884	15,512
	Total	5,202	17,911

	Licence category	Feb	Feb-Apr
Held environmental usage	Regulated River (General Security)	-	-
	Regulated River (High Security)	-	-
	Supplementary Water	3,448	3,698
	Total		3,698

Namoi water balance components

1 February to 29 February 2020

Inflows		Extractions		Replenishments		Outflows	
ML		ML	% of inflow	ML	% of inflow	ML	% of inflow
122,030		3,681	3%	42,285	35%	76,063	62%

1 February to 28 April 2020

Inflows		Extractions		Replenishments		Outflows	
ML		ML	% of inflow	ML	% of inflow	ML	% of inflow
132,826		10,945	8%	25,788	19%	96,093	72%

Balance inputs

Inflow (estimated)	Component	Flow		Reach gains	
	Upper estimate (Keepit to Narrabri)	Feb	Feb-Apr	Feb	Feb-Apr
419007	Namoi River at Downstream Keepit Dam	-	210		
419001	Namoi River at Gunnedah	53,441	62,083	53,441	61,874
419012	Namoi River at Boggabri	79,156	90,882	25,716	28,798
419003	Narrabri Creek at Narrabri	103,403	116,844	24,247	25,962
419039	Namoi River at Mollee	119,363	128,465	15,960	11,622
	Reach gain total			119,363	128,256
	Measured section inflows			89,539	101,605
	Ungaaged inflow estimate upper Namoi (estimated)			29,824	26,651

Inflows (measured)	Gauging Site	Feb	Feb-Apr
419006	Peel River at Carroll Gap	46,434	53,747
419084	Mooki River at Ruvigne	9,488	10,780
419032	Coxs Creek at Boggabri	24,509	27,307
419083	Brigalow Creek at Tharlane	2,667	4,361
419051	Maules Creek at Avoca East	9,109	9,770
419007	Namoi River at Downstream Keepit Dam	-	210
	Total inflow (measured)	92,206	106,175
	Total inflow (measured and estimated)	122,030	132,826

Outflow (measured)	Gauging Site	Feb	Feb-Apr
419026	Namoi River at Goangra	75,364	91,923
419049	Pian Creek at Waminda	699	4,170
	Total outflow (measured)	76,063	96,093

Consumptive extractions	Licence Catgeory	Feb	Feb-Apr
	Domestic And Stock	381	478
	Domestic And Stock [Domestic]	2	2
	Domestic And Stock [Stock]	-	-
	Regulated River (General Security)	419	1,536
	Regulated River (High Security)	63	294
	Regulated River (High Security) [Research]	365	365
	Supplementary Water	2,452	8,271
	Total	3,681	10,945

Held environmental usage	Feb	Feb-Apr
Total held environmental water usage	0	0

Macquarie water balance components

1 February to 29 February 2020

Inflows		Extractions		Replenishments		Outflows	
ML		ML	% of inflow	ML	% of inflow	ML	% of inflow
76,019		13,083.0	17%	62,321	82%	615	1%

1 February to 28 April 2020

Inflows		Extractions		Replenishments		Outflows	
ML		ML	% of inflow	ML	% of inflow	ML	% of inflow
235,113		30,819.9	13%	187,828	80%	16,464	7%

Balance inputs

Inflow (estimated)	Component	Flow		Reach gains	
	Burrendong to Baroona	Feb	Feb-Apr	Feb	Feb-Apr
421040	Macquarie River At Downstream Burrendong Dam	1,857	3,993		
421001	Macquarie River At Dubbo	6,767	47,180	4,910	43,187
421127	Macquarie River At Baroona	76,019	235,113	69,252	187,933
	Reach gain total			74,162	231,120
	Measured section inflows			58,275	158,313
	Total inflow (estimated)			15,887	72,807

Inflows (measured)	Gauging Site	Feb	Feb-Apr
421040	Macquarie River At Downstream Burrendong Dam	1,857	3,993
421042	Talbragar River At Elong Elong	54,569	121,311
421048	Little River At Obley No.2	385	7,580
421018	Bell River At Newrea	496	8,477
421055	Coolbaggie Creek At Rawsonville	2,826	20,945
	Total inflow (measured)	60,132	162,306
	Total inflow (measured and estimated)	76,019	235,113

Outflow (measured)	Gauging Site	Feb	Feb-Apr
421107	Marra Creek at Billybingbone Bridge	58	13,664
421012	Macquarie River at Carinda (Bells Bridge)	134	2,801
	Total outflow (measured)*	615	16,464

Consumptive extractions	Licence Category	Feb	Feb-Apr
	Domestic And Stock	49	173
	Domestic And Stock [Domestic]	0	0
	Domestic And Stock [Stock]	0	0
	Local Water Utility	311	844
	Regulated River (General Security)	17	140
	Regulated River (High Security)	479	635
	Regulated River (High Security) [Research]	0	0
	Supplementary Water	12,227	29,028
	Total	13,083	30,820

Held environmental usage	Licence category	Feb	Feb-Apr
	Regulated River (General Security)	0	0
	Supplementary Water	1,375	4,583
	Total	1,375	4,583

Our ref: DOC20/564260

Greg Hill, General Manager
Central Darling Shire
PO Box 165
Wilcannia NSW 2836

<mailto:hill.g@centraldarling.nsw.gov.au>

Dear Mr Hill

**Listing on the State Heritage Register:
Notice pursuant to 37(1)(a) of the Heritage Act 1977 (NSW)**

Item: Wilcannia Post Office and Post Master's Residence
Address: 45 -47 Reid St, Wilcannia, 2836
SHR no: 02033

I advise that the Premier has, on the recommendation of the Heritage Council of NSW, directed the listing of the above-mentioned heritage item on the State Heritage Register (SHR). Please find enclosed a copy of the gazette notice which was published on 24 July 2020 in NSW Government Gazette No. 159.

Listing on the SHR recognises that the item is of particular significance to New South Wales and enriches the community's understanding of the state's history.

Details of the item and its heritage significance are available from Heritage NSW, Department of Premier and Cabinet (DPC) or can be viewed from the website (click [here](#)).

Rating and Land Tax Relief

When an item is listed on the SHR, the Valuer General automatically makes a *heritage valuation*. In many cases this will result in lower council and water rates and land tax.

A heritage valuation is based on the existing use of the land rather than on its zoned development potential. For example, a dwelling house would be valued as such, even if that property is located in a commercial or residential flat zone.

Financial Assistance

Listing a property on the SHR makes the owner/manager eligible for funding through the NSW Heritage Grants program and other support and advisory services. Applications for heritage funding are normally called once every two years.

Information on heritage funding including eligibility criteria can be obtained from Heritage NSW or downloaded from the website (click [here](#)).

Sale of a Property

Listing on the SHR does not place any restriction on the sale of a property.

Alterations and Additions

Listing of a building or land on the SHR does not mean that work cannot be carried out. The listing simply seeks to ensure that any new use or work is compatible with and complements the item.

Listing on the SHR means that the Heritage Council becomes the joint consent authority with authorities such as the local council for works that may affect the item's heritage significance.

Activities listed in section 57(1) of the *Heritage Act 1977* (NSW) will require the approval of the Heritage Council in addition to any other approvals such as the local council. An application to change the use of or undertake work to a listed building or land should be submitted to your local council in the form of an *Integrated Development Application*. If the local council does not require a development application, a section 60 application should be submitted directly to the Heritage Council.

Exemptions for Minor Works

The Minister can grant exemptions from the need to obtain the Heritage Council's approval for specified activities. *Standard Exemptions* apply to all SHR listed items, except items with Aboriginal cultural heritage values. *Site specific exemptions* can be made for individual heritage items.

The *Standard Exemptions for works requiring Heritage Council approval* can be obtained from Heritage NSW or downloaded from the website (click [here](#)).

Some sites are also covered by additional site specific exemptions that have been approved by the Minister on the recommendation of the Heritage Council. These site specific exemptions are developed through negotiations with the site owner/manager in order to facilitate day-to-day operational management.

Maintenance and Repair

Minimum standards of maintenance and repair for heritage items listed on the SHR are set out in the Heritage Regulation 2012. These have been formulated to ensure that these items are inspected regularly, secured and protected against the weather, fire and vandalism. They are based on prudent property management practices, aimed at avoiding expensive 'deferred maintenance'.

The *Minimum Standard of Maintenance and Repair* can be obtained from Heritage NSW, or downloaded from the website (click [here](#)).

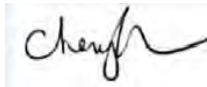
Support information

Support information can be found in *Heritage listing explained - What it means for you* which can be downloaded from the website (click [here](#)), and further information for owners of SHR listed properties can also be found on our website (click [here](#)).

Further information

Should you have any enquiries regarding this matter, please contact Sarah Martin, Senior Heritage Operations Officer, at Heritage NSW, on 0455 083 746 or sarah.martin@environment.nsw.gov.au

Yours sincerely

A handwritten signature in black ink, appearing to read 'Cheryl', on a light blue background.

Manager
Regional Heritage Operations Northern Region
Heritage NSW
Department of Premier and Cabinet
As Delegate of the Heritage Council of NSW
30 July 2020

HERITAGE ACT 1977**NOTICE OF LISTING ON THE STATE HERITAGE REGISTER
UNDER SECTION 37(1)(b)****Wilcannia Post Office and Post Master's Residence****SHR No. 02033**

In pursuance of section 37(1)(b) of the *Heritage Act 1977* (NSW), the Heritage Council gives notice that the item of environmental heritage specified in Schedule "A" has been listed on the State Heritage Register in accordance with the decision of the Premier made on 26 June 2020 to direct the listing. This listing applies to the curtilage or site of the item, being the land described in Schedule "B".

Heritage Council of New South Wales

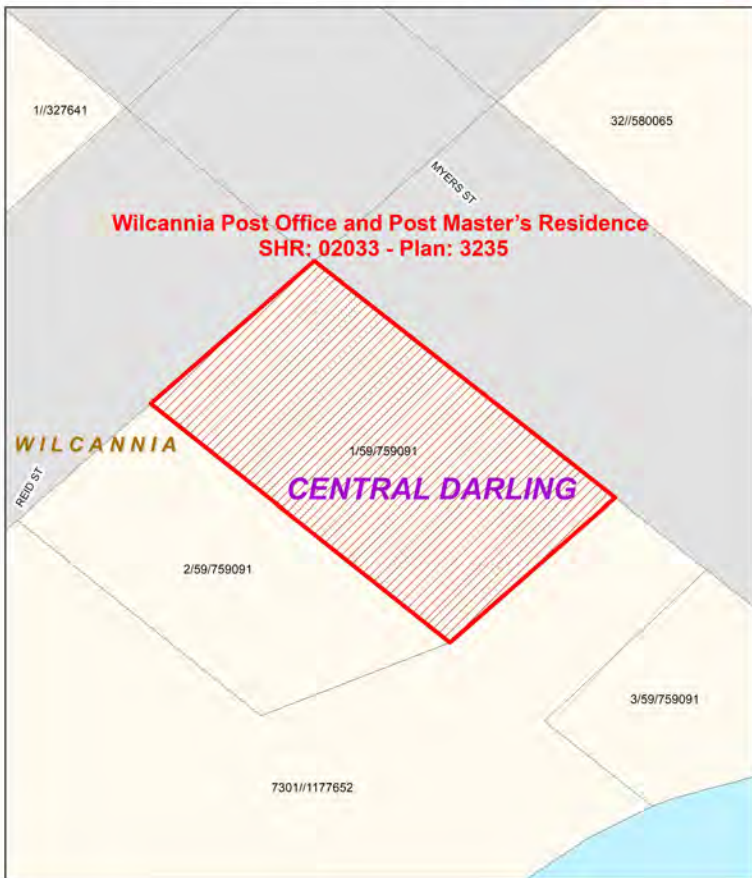
SCHEDULE "A"

The item known as the Wilcannia Post Office and Post Master's Residence, situated on the land described in Schedule "B".

SCHEDULE "B"

All those pieces or parcels of land known as Lot 1, Section 59, DP 759091 in Parish of Wilcannia, County of Young shown on the plan catalogued HC 3235 in the office of the Heritage Council of New South Wales.

Reference number:(n2020-3362)



**State Heritage Register - Wilcannia Post Office
and Post Master's Residence**
45 Reid St, Wilcannia
SHR 02033. Plan 3235

Gazettal Date: 24 July 2020

0 10 20 30 40
Metres

Scale: 1:500

Datum/Projection: GCS GDA 1994



Legend

- SHR Curtilage
- LGAs
- Suburbs
- Land Parcels
- Roads
- Water

PO Box 404
WHITE CLIFFS NSW 2836

12 August 2020

Mr. Greg Hill
Central Darling Shire Council
WILCANNIA NSW

Dear Greg,

RE: 4 August Meeting at White Cliffs Art House/Op Shop

Thank you for your attendance at the above meeting. After further discussions, it is clear that our best way forward for the Art House/Op Shop/Craft Space/Workshop and Men's Shed is Item 2(iii) in the attached Minutes of the above meeting. We would be more than happy to secure this proposal in the Council's 2020/2030 Community Strategic Plan.

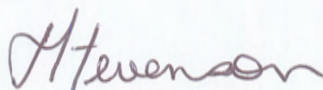
I have created a basic shed online through Fair Dinkum Sheds App but an L Shape Shed may be more pleasing to the eye. I have attached a rough sketch and I trust the drawing is acceptable.

With respect to the rent assistance, after speaking with the owner, he has waived the \$50 a week rent and once renovations are completed a family member will be moving in and renting the space. Work is expected to begin next week.

I would be happy to donate stock to Wilcannia should REDI or someone else wish to open an Op Shop. I will have no trouble restarting an Op Shop/Art House in the future on Council land.

Please let me know if there is anything further needed to progress this proposal.

Regards



Jane Stevenson
0429601870

MINUTES 14 JULY 2020 MEETING AT THE WHITE CLIFFS ART HOUSE / OP SHOP

PRESENT: GREG HILL (CDSC), ANNETTE TURNER (CHAIR), JO SHALDERS (NPWS), CREE (WCAF), RON DOWTON (WCCH), IRMHILD (CRAFT LADIES), KAREN (CL), TINA (CL), WENDY (CL), RITA (CL), JANETTE (CL), GLENYS (CL), SUE DOWTON, IRENE, KARA, ENID AND JANE STEVENSON

Annette opened the meeting at 10.32am. I would like to acknowledge that this meeting is being held on Aboriginal land and recognise the strength, resilience and capacity of Aboriginal people in this land. I welcome and thank Greg for his quick response in replying to the Craft Ladies letter of 14 July 2020 to Central Darling Shire Council.

1. **Council's response to the 14 July letter** – discussions followed.
2. **Best option forward for the Art House/Op Shop with Council's support** – Greg advised Council are unable to purchase property and they do not have Recovery money in their budget. The following options were identified:
 - (i) We source a grant to purchase the current building;
 - (ii) Look at Sale of Land for Overdue Rates on the 26th October 2020;
 - (iii) Consolidate into one location on Council's land at the Community Hall and submit our proposal by the 26th August for Greg to take to that Council Meeting with the hope of being included in the next 10-year Strategy Plan. This proposal should also be taken to the Hall Committee.
 - (iv) Council will look into the \$200,000 Responsible Gambling Grant that opens on the 21st September 2020;
 - (v) Write a letter to Council for assistance with rent at the current location in the interim;
 - (vi) Annette advised there is a Community Support Program through Essential Energy. for Electricity; www.essentialenergy.com.au
 - (vii) Greg advised that working with CWA will help with funding opportunities;
3. **Tuesday and Friday Craft Ladies moving to the Meeting Room at the White Cliffs Visitor's Centre** – Even though Jo is on leave, she kindly attended the meeting and agreed that it is OK for the Craft Ladies to use the Visitor's Centre Meeting Room on Tuesdays and Fridays from 10am provided they adhere to the current COVID requirements.
4. **Extra storage at the Community Hall for Cenotaph and Anzac Day Equipment** – Greg advised that we take this issue to the White Cliffs Hall Committee Meeting on the 19th August. The following came out of these discussions:
 - (viii) Ron thanked the Craft Ladies for arranging the meeting and their valuable contribution to the community;
 - (ix) Greg advised that Council were responsible for Public Liability Insurance;
 - (x) Hall Committee can write to Council requesting Council pay the electricity on the Hall;
5. **Men's Shed** – Greg asked how and who will operate it and suggested it would be better to put forward a proposal to combine all these issues into one structure on the Community Hall grounds.
6. **Ranger Jo Shalders on access to the White Cliffs Visitor's Centre** –
 - (xi) Only 6 people are allowed in the Meeting Room and 5 in the general area at present;
 - (xii) A Sign in Register must be started;
 - (xiii) Possibility of existing sewing area to have a little more space;
 - (xiv) OK with moving a map table from the Art House/Op Shop into the current sewing space;

7. **Time frame for achieving goals** – The craft ladies will discuss the above information and formulate a letter and proposal to be sent to Greg Hill for the Council Meeting on the 26th August.
8. **New Business-**
- (xv) Greg thought the Hall was the best option for the Art House/Op Shop combining it with a Craft Centre, Activity Centre, Men's Shed and putting this to Council to include in their 10-year Strategy Plan;
 - (xvi) Greg advised that they are working towards combining Section 355 Committees and having a Community Development Committee that brings any and all issues from all Committees to Council Meetings;
 - (xvii) Greg advised there are established Waste Management/Recycling depots in Broken Hill, Wentworth, Balranald and now in Wilcannia the Land Council operate a bottle and can recycling depot behind the Radio Station;
 - (xviii) Greg advised we should develop a Tourism Destination Plan;
 - (xix) There is Rural and Urban money put aside for the numbering of dugouts specifically in the Emergency services locating patients.

Annette closed the meeting at 11.30am thanking Greg for his immediate response and positivity to our letter.

From: Jane Stevenson
Sent: Sunday, 9 August 2020 1:59 PM
To: Cree Marshall
Subject: Fwd: I just designed my own shed

Hi, below the email from the shed design place. Would you mind printing the picture and the email to bring on Tuesday please.

Thanks 🌻 😊

Sent from my iPhone

Begin forwarded message:

From: Jane Stevenson <janelee56@hotmail.com>
Date: 7 August 2020 at 11:43:00 am AEST
To: Jane Stevenson <janelee56@hotmail.com>
Subject: I just designed my own shed

Check out my Fair Dinkum Shed design

http://designer.fairdinkumsheds.com/au/?S500001u000yM_C17177720_O201C_WVVVVXV_Df0050GB0GAf0113b504I0013I0210r0013r0210I102I1213r1013r1210I202I2213r2013r2210I302I3213r3013r3210I402I4213r4013r4210_LI000000B00XVr000000B00XV_dLf013_dRf013_B0000000000000 V7AP10eI

Design your own at <http://designer.fairdinkumsheds.com.au> or call [1800 07 08 07](tel:1800070807) to contact your local Fair Dinkum Sheds distributor.

Why Buy a [Fair Dinkum Shed](#)?

FAIR DINKUM VALUE

- Over 180,000 sheds already sold in Australia.
- Local expertise, national buying power.
- Bring any quote to our distributors to see how we compare on a [ShedSafe™](#) accredited building.
- All Fair Dinkum Sheds are [engineered](#) specifically for your site. For the majority of our [buildings](#) our software does this automatically so you're not getting less, or paying for more than you need.

FAIR DINKUM TOUGH

- [ShedSafe™](#) accreditation ensures your shed complies with the Building Code of Australia.
- We use 6" beams, not 4" like some suppliers.*
- We provide quality COLORBOND® and ZINCALUME® Australian Steel supplied by BlueScope Steel®.

FAIR DINKUM CONVENIENCE

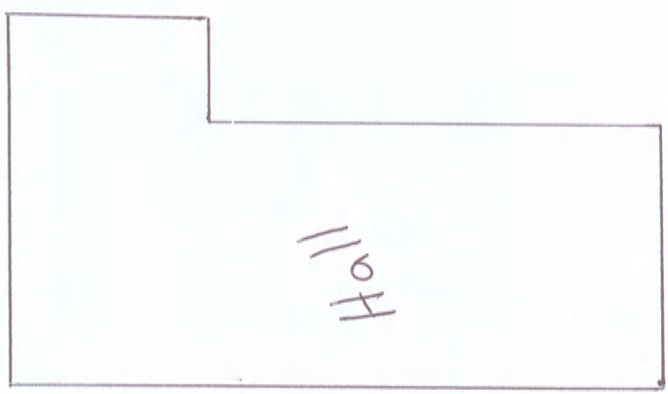
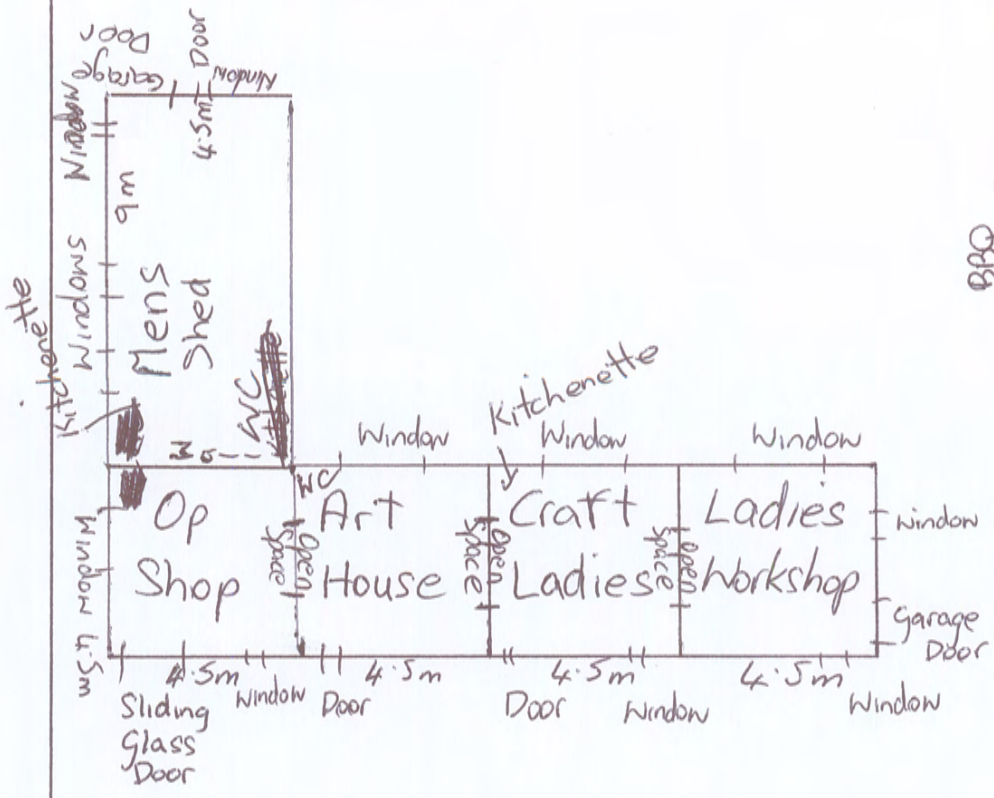
- All our kits are supplied complete – from the sheets, beams and rafters, to the bolts and matching screws.
- In just a few minutes, our advanced software can generate plans and a detailed quote for the majority of customer enquiries.
- Every shed is made to measure, with a vast range of [options and accessories](#) to suit your needs. Don't buy "off the shelf" standard designs that won't suit your needs.

FAIR DINKUM COMMUNITY

- We support local communities Australia-wide through our sponsorship of the [Australian Men's Shed Association](#).
- Your local distributor has the local expertise and contacts to assist in the planning and council approval of sheds and garages.
- We have distributors in more than [160 locations Australia-wide](#), many of them sponsoring local teams, schools and charity organisations.



Sent from my iPhone



Cenotaph

Stakeholder Advisory Group - Terms of Reference

Menindee Lakes Project, SDLAM

Terms of Reference (ToR)

What is the purpose?

A Terms of Reference (ToR) defines the operation of a committee or advisory group. It can include an outline of the purpose and structure, membership, scope of outcomes, operational elements, as well as provide detail and clarity on the operational elements of the group and how it wishes to function.

This ToR is designed to assist the Menindee Lakes Lower Darling Stakeholder Advisory Group (SAG) –, formed to support the Menindee Lakes Project under the Sustainable Diversion Limit Adjustment Mechanism (SDLAM) Program.

This ToR will be agreed by the group, providing a roadmap for meetings and engagement, and can be revised at any time with endorsement by all members.

Background

Sustainable Diversion Limits – Menindee Lakes Project

Under the Murray–Darling Basin Plan (the Basin Plan), the sustainable diversion limit (SDL) can be adjusted by implementing projects that deliver equivalent environmental outcomes with less water. This means that more water can be extracted from the Murray–Darling system for productive use.

The SDL adjustment mechanism (SDLAM) operates across the southern connected Murray–Darling Basin. Collectively NSW, Victoria and South Australia have proposed 36 projects that will reduce recovery required to achieve the SDL by 605GL. The Menindee Lakes Project (the Project) is one of 23 projects that NSW is either leading or is a co-proponent on with other states. The Project aims to recover 106GL and is the biggest project in the SDL program and while focused on the Menindee Lakes it will have basin wide impacts.

The Project recognises that the protection and enhancement of Aboriginal culture, heritage and spiritual beliefs is an issue of great importance to the Barkindji traditional owners of the lands and waters, and its benefits to the whole community. The 'Baaka' (Darling) River and the Menindee Lakes hold significant cultural value, being a source of cultural knowledge, education, health, and spirituality for the Barkindji people. The Project recognises these locations of extensive cultural heritage and significant connection to lands and waters for the Barkindji people.

Extensive consultation throughout the planning, design and implementation process will occur to ensure communities have a chance to contribute local knowledge to the Project's design and delivery options as the NSW Government delivers on its obligations under the Basin Plan. This is particularly important given the Project has the potential to have a significant impact on the security and quality of water in the Lower Darling. It is a requirement under the MDBP that the Project has equivalent environmental outcomes for the Menindee Lakes, Lower Darling and Great Darling Anabranch (anabranch).

Formation of the SAG

An introductory 'meet and greet' occurred on 9 July 2019 in Menindee between SDLAM project staff and members of the Menindee Lakes and Lower Darling community. During this meeting, community attendees, featuring representatives from each of the key interest groups, agreed to operate as the central community consultative group as part of the Project. It was also agreed by this group that an independent meeting facilitator should be appointed to assist the group with its interactions with the project team as part of the Project.

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Function

The primary functions of the SAG include (but are not limited to):

- provide a forum for community, industry, government, interested parties and scientific consultants to come together to explore issues pertaining to the Project;
- provide consultation during project development to ensure the delivery of environmental, economic and social outcomes for affected communities;
- provide consultation to facilitate a project that has positive environmental outcomes for the Menindee Lakes, Lower Darling, and Great Darling Anabranch;
- Reflect indigenous values and empower Barkindji people in asserting the right to Barkindji representation, definition and identification;
- strategically manage negative impacts;
- provide a link between the local wider community and stakeholders;
- provide opinion / advice on documents, options and alternatives at various stages of project development and delivery;
- provide a focus and a forum for the discussion of cultural, technical, social, economic and ecological issues, and for the distillation of different views;
- identify and advise on any opportunities, emergent issues or risks to the projects;
- Make recommendations to the department (DPIE) regarding the Project design and processes; and
- Provide community advice and endorsement on alternative options and the final preferred proposal.

Facilitator and Chair

Co-ordination of the SAG will be administered by an independent facilitator. SAG members will also elect a chair from the membership

Facilitator:

The facilitator is appointed by NSW DPIE as per DPIE's procurement process. The facilitator's responsibilities include (but not limited to):

- building the relationship and understanding of the Project with SAG members;
- providing a forum for education and team building to ensure a whole of community voice is established and maintained as part of the Project; and/or
- facilitation of formal options and alternatives workshops.

Chair:

The Chair is an elected member of the SAG. To be elected as Chair, candidates must state their intention to run for Chair prior to the commencement of voting. Voting will take place via secret ballot. The successful candidate must receive majority of votes from the members of the SAG. In the case there are two or more candidates running and none receive a majority of affirmative votes, the vote will be rerun with only the candidates receiving the two highest votes eligible. The vote will be retaken in the case of a tie for first place.

The Chair's responsibilities include (but are not limited to):

- represent the views and intent of the group to departmental staff and facilitator;
- oversee any meetings of the group as required or requested without departmental staff present;
- assist the facilitator as required during meetings;

Stakeholder Advisory Group - Terms of Reference

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- speak to the media on behalf of the group;

The Vice Chair will represent the Chair as a proxy in their absence.

The positions of Chair and Vice Chair will be elected on an annual basis. The existing Chair and Vice Chair will be permitted to stand for re-election after their term is complete.

Secretariat

The Menindee Lakes project team will provide secretariat support to the facilitator and the SAG, provided by Elton Consulting Pty Limited (from February 2020), including (but not limited to):

- assistance with scheduling of meetings;
- event management;
- preparation of agendas (guided by the facilitator and Chair) and collation of associated papers;
- distribution of meeting papers;
- capture and distribution of meeting minutes;
- development and distribution of communiques following each of the meetings providing a summary of the meeting outcomes and can be distributed throughout the community to non-members, and
- assist the facilitator with planning future meetings and securing guest speakers such as subject matter experts.

Values

SAG members will represent core values

The SAG is made up of a diverse range of community members and stakeholders. The stakeholders hold significant knowledge about the environments of the Menindee Lakes, Lower Darling and Great Darling Anabranch, as well as the cultural, social and economic features of local communities.

In order to ensure a functional and effective forum, values will be identified and adopted, guided by the following:

- a culture of respect and tolerance;
- a commitment to innovation;
- positivity and good humour;
- a pledge of compassion;
- a promise of inclusiveness, and
- a commitment to outcomes.

Code of conduct

Meetings are to be cooperative forums promoting open and frank discussions. All such discussions are to be conducted in a courteous and professional manner. Where consensus cannot be reached then opposing views must be noted in minutes and reflected in all communiques, unless requested otherwise.

All members are required to comply with the code of conduct below. This code may be reviewed and amended by SAG members as required:

Transparency:

Decisions should be made in an open and transparent manner and reasons should be given for decisions.

Accountability:

Members should behave in a manner which is fair and respectful of other members of the SAG,

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Department staff and external presenters.

Members must always be explicit about whether they are attending an event or meeting and/or speaking in their capacity as member of the SAG or the capacity of another role that they hold, or expressing their own personal views as a public member. Members must not claim to speak on behalf of the SAG unless this has been agreed by other members of the SAG.

Members are required to declare to the SAG any conflicts of interest that may impact upon their judgement including political affiliations, professional or financial interests, personal experiences around the subject matter and any other factor that may be of relevance. Potential conflicts may result in the need to withdraw from discussion on a certain topic, or in extreme circumstances, to step down from the Member role.

Members may discuss potential conflicts of interest with the Chairperson, or the DPIE project team can provide support through an independent consultant, OCM. (OCM are a market leading company who provide advice on various subjects such as assurance, governance, risk, compliance and probity).

Responsiveness:

Members and support staff will actively respond to items raised and act on them in a timely manner.

Support:

Members should have access to the support necessary to enable them to be involved and support informed decisions making. Members should communicate well in advance of meetings or activities with the SAG and request any support.

Respect: Everyone should show respect for each other's roles and perspectives.

This includes, but is not limited to, the following:

- members are expected to deal fairly, objectively, impartially and respectfully with all members of the SAG, DPIE Staff, staff of partner organisations/agencies and external presenters;
- attend meetings prepared to make a constructive contribution; read all papers provided in advance of the meeting, and be attentive during the meeting;
- be as open as possible about view points and actions, being prepared to explain these, and avoid defensiveness when responding to constructive challenge or input;
- allow everyone to take part without interruption, speaking over others or intimidation, respecting the contribution of others and, never being derogatory in speech or manner. Members should not use language which could be construed as discriminatory or offensive to others and should not use heated, emotional and value loaded language and behaviour;
- allow conversation to move forward, sticking to the point under discussion; and/or
- not influence or dominate the meetings for own purposes or the purpose of a group or organisation with whom a member is affiliated.

Breach of Conduct:

Any member who is suspected of breaching the Code of Conduct may be required to stop participating in activity/ies or meeting/s while the matter is investigated.

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Meetings

How will meetings and the governance operate?

Item	Details
Responsibility of members	<p>Regular attendance at SAG meetings.</p> <p>Notification of nominated substitute (proxy) to attend meeting, where the permanent members are unable to attend.</p> <p>Represent views of community, stakeholders and organisation represented.</p> <p>Provide advice regarding community and stakeholder expectations and related risks and opportunities that may inform the development and delivery of the Project.</p> <p>Participate, as required and where appropriate, in workshops and other events which contribute to the Project.</p> <p>Inform the committee of any issues/recent information which should be discussed/noted/acted upon.</p> <p>Disseminate accurate information through written and oral communication to increase awareness about the Project to relevant individuals and organisations.</p> <p>Members to notify secretariat of attendance or apology 3 days prior to meeting to assist with catering and room size requirements.</p> <p>Member groups to nominate one key contact to secretariat.</p>
Frequency	<p>Meetings will be held on a 6 weekly to bi-monthly basis. Members will have the opportunity to modify meeting frequency.</p> <p>Of note: frequency of meetings will be dependent on the number, complexity, geographical extent and urgency of issues being raised and addressed.</p>
Confidentiality	<p>Information discussed at meetings that is sensitive or confidential must not be divulged outside membership except where agreed by the party/ies sharing confidential information. The requirement for confidentiality must be presented to the group and supported by a quorum.</p>
Media authorisations	<p>Members can speak about the Project and content of meetings on behalf of the organisation that they represent, but not on behalf of the SAG unless as a nominated spokesperson agreed by a quorum.</p> <p>This includes any reference via social media or other channels.</p>
Chair	<p>The group will elect a Chair from the membership. Term of election is one year.</p>
Quorum	<p>A quorum of six (6) members must be present before meetings can proceed.</p>
Notices	<p>Meetings will be advised via email from the secretariat and/or facilitator</p> <p>Proposed agenda/discussion items must be forwarded to Chair for consideration and inclusion 7 days prior.</p>

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Minutes	Minutes will be circulated to the SAG via email from the secretariat and/or consultant within seven (7) business days after each meeting. SAG members will have seven (seven) working days after the distribution of the minutes to respond with suggested amendments. If no changes are received within 7 days, minutes will be deemed accepted.
Decisions and voting	The facilitator / Chair will seek a consensus on key issues. Where a consensus is not able to be reached, alternative views will be noted. As required, a decision out of session may be required (via email) and guidelines for response will be outlined.
Travel Costs	DPIE will reimburse reasonable travel related expenses to nominated SAG members and/or organisations.

Project governance

Key stakeholder groups have been formed to support consultation and oversee governance as part of the Project. A number of governance groups will influence the Project to provide input on relevant issues, cascading from the over-arching groups that will consult from a SDLAM-wide program level.



Figure 1: Key program governance groups for the SDLAM and Menindee Lakes Project (as at 6/3/2020)

Detailed information of SDLAM program governance and the Menindee Lakes Project governance will be provided to the SAG and available on the micro-site outlining in detail the function.

Membership

Who are members of the SAG?

Following the 'meet and greet' event on 9 July 2019, a number of organisations/groups were invited to participate. The current permanent membership list can be noted in Table1.

Additional membership considerations:

- Staff from the Project team, DPIE and inter-agency team members will be invited to attend

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meetings;

- organisations may nominate individuals or a proxy to attend meetings on their behalf;
- requests for membership will be considered by the SAG with regard to the agreed ToR;
- it may be appropriate for the SAG to seek expert information relating to technical disciplines. Where this arises, the Chair and Facilitator will work with the project team to identify appropriate representatives to present at future meetings;
- observers are able to attend meetings by prior arrangement, but will be requested to refrain from making comment during the meeting;
- it may be required to establish working groups or sub-groups which may involve other representatives. Where this arises, the Chair and Facilitator will work with the project team to identify appropriate representatives in these working/sub-groups;
- resignation may be tendered at any time by forwarding written advice to the facilitator, or secretariat team. Resignation will be effective immediately once the facilitator, or secretariat team have received written advice and
- the term of membership is for 12 months, when requirements will be reviewed. The number of voting members to be reviewed and agreed to every 12 months by the members of the Stakeholder Advisory Group.

Table 1: Community and interest groups with organisational lead and voting allocation:

Organisation	Title / Role	Lead	Voting members allowed
Pastoralists Association of West Darling & SAG Chair as at December 2019	Representative	Terry Smith	1
Lower Darling Horticulture Group & SAG Vice-Chair as at December 2019	Chair	Rachel Strachan	1
Menindee Water Users Group	Chair	Paul Roberts	1
South West Water Users	Chair	Alan Whyte	1
Lower Darling Pastoralists	Representative	Katharine McBride	1
New South Wales Farmers Association Menindee Branch	Representative	Wayne Smith	1
Pooncarie and District Development Association	Representative	Trevor Smith	1
Sunset Strip Progress Association	President	Peter Cox	1
Menindee Elders		Cheryl Blore Barbara Quayle David Doyle	2
Menindee Local Aboriginal Land Council	Chair	Joy Williams	2

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Menindee Community Working Party	Chair	Amanda King	2
Broken Hill Speedboat Club	Commodore	Barry King	1
West Darling Fishing Club	President	Robert Bosch	1
Darling River Action Group	President	Ross Leddra	1
Country Women's Association	Secretary	Lorraine Looney	1
Anabranche Water	Chair	Paul McPherson	1
South West Irrigators & BCC	Member	Howard Jones	1
Pooncarie Development Group	Member	Trevor Smith	1
Dareton Local Aboriginal Land Council	Chair	Jenny Moore	1
Wentworth- Dareton Community Working Party	Member	Pam Handy	2
Wentworth Shire Council	Councillor	Jane MacAllister	1
Central Darling Shire Council	General Manager	Greg Hill	1
Upper Lower Darling Representative	Representative	Stewart Oates	1

Members must be present to vote. Membership holding more than one vote must have one person present per vote.

Member groups are permitted to bring an observer or observers but must notify secretariat 3 days prior. Unruly or disrespectful observers will be asked to leave the meeting.

Key Terms

A list of common terms include:

Term	Definition	Additional notes
DPIE	Department Planning, Industry & Environment	
SDL	Sustainable Diversion Limits	
SDLAM	Sustainable Diversion Limits Adjustment Mechanism Program	
MLP	Menindee Lakes Project	
MDBA	Murray-Darling Basin Authority	
SAG	Stakeholder Advisory Group (SAG)	
LD	Lower Darling	

END

Meeting minutes

Menindee Lower Darling Stakeholder Advisory Group (SAG)

Project	Facilitation	Date	16 June 2020
Ref No.	19_9664	Time	8:59am
Purpose	Facilitation		
Chair	Terry Smith	Recorder	Chris Larsen, Elton Consulting
Attendees	SAG Committee Members: <ul style="list-style-type: none">» Terry Smith – Pastoralists Association of West Darling, SAG Chair» Rachel Strachan – Lower Darling Horticulture Group, SAG Vice Chair» Cindy Bates – Menindee Elders» Ross Hampton – Menindee Elders» Derek Hardman – Barkindji Native Title Group» Greg Hill – Central Darling Shire Council» Barry King – Broken Hill Speedboat Club, Copi Hollow resident» Ross Leddra – Darling River Action Group» Jane MacAllister – Wentworth Shire Council» Katharine McBride – Lower Darling Pastoralists (via teleconference)» Paul McPherson – Anabranche Water» Paul Roberts – Menindee Water Users Group» Barbara Quayle – Menindee Elders» Trevor Smith – Pooncarie Development Group» Wayne Smith – NSW Farmers Menindee Branch» Alan Whyte – South West Water Users» Joy Williams – Menindee Local Aboriginal Land Council	Apologies <ul style="list-style-type: none">» Darren Clifton – Darling River Action Group» Peter Cox – Sunset Strip Progress Association» Howard Jones – South West Irrigators & BCC» Lorraine Looney – Country Women’s Association» Pam Handy – Dareton Local Aboriginal Land Council» Stewart Oates – Upper Lower Darling Representative	
		Standing Departmental Staff <ul style="list-style-type: none">» Graham Attenborough – Executive Director» Andrew Brown – Principal Water Modeller (via teleconference)» David Clarke – Senior Project Officer, SDLAM (via teleconference)» Brad Hollis – Principal Project Officer, Menindee and Locks 8 & 9» Donna Kennedy – Cultural Liaison Officer, Menindee and Locks 8 & 9» Bec Martin – Senior Project Officer, Menindee» Erin O’Brien – Senior Project Officer, Relationships, Menindee and Locks 8 & 9» Emily Whalan – Project Officer, Relationships, Menindee and Locks 8 & 9	
		Inter-agency partners / observers <ul style="list-style-type: none">» Digby Jacobs – Murray Darling Basin Authority» Marie Kelly - Rural Adversity Mental Health Coordinator / Rural Adversity Mental Health Program, FWLHD» Di Mead – Murray Darling Basin Authority» Andrew Reynolds – Murray Darling Basin Authority (via teleconference)» Jody Swirepik – Commonwealth Environmental Water Holder	

- » Hilton Taylor – Commonwealth Environmental Water Holder
- » Richard Unsworth – Murray Darling Basin Authority

Consultants

- » Brendan Blakeley – Elton Consulting (facilitator)
- » David Chubb - GHD
- » Lisa Walpole – Alluvium Consulting
- » David Winfield – Alluvium Consulting (via teleconference)

Action items

SAG Menindee group actions:

- » Members to provide their feedback on the structural & operational options presented by GHD by 2 July, 2020
- » SAG members to formulate a strategy to ensure equity of voice, incorporating guidance from Alluvium, GHD
- » Seek EOI from SAG members re: participating in a working group to analyse the modelling

Departmental team actions:

- » Team to share presentation slide packs with SAG members and provide options feedback forms to SAG members in Word format
- » Team to provide the latest version of the OEF economic criteria for the project to be sent to SAG membership
- » Team to investigate whether operations manuals were available and could be provided to SAG members for review
- » Team to approach WaterNSW and encourage the agency to attend SAG meetings
- » Minutes from the previous meeting:
 - > The statement regarding state significant infrastructure read out at the previous meeting be attached to the minutes of that meeting
 - > Trevor Smith was listed as an apology, he should be listed as an attendee
 - > **Brad Hollis' comments** regarding the protection and preservation of the ecology of the Menindee Lakes be attached to minutes
 - > Future minute documents to be numbered and action items to be listed separately
- » Team to put SAG members in contact with NSW Government staff responsible for water-sharing connectivity
- » Team to provide updated legal advice re: issue of cultural water to SAG membership
- » Team to adjust the Terms of Reference: change from "provide community approval on alternative options" to "provide community advice and endorsement on alternative options on the final, preferred proposal"
- » Team to provide a glossary of terms and definitions

- » Team to review requirements for Q&A session(s) ahead of the next meeting
- » Department to outline a methodology and timeline to respond to comments to reports on risk and benefit investigations
- » Department to provide modelling on the benefits of protecting first flush and test outcomes of different modelling scenarios
- » Team to liaise with SAG members re: preferences for timing, duration and format of the next meeting, and **determine whether additional meetings are required for administrative 'nuts and bolts' purposes**

Action items for other agencies, partners & consultants:

- » GHD, Alluvium to provide thoughts on how to provide equity of voice to the Departmental team for onpass to SAG members
- » GHD to provide additional information on the potential impacts of a half-height Morton Boolka regulator as proposed in some of the GHD schemes
- » MDBA to provide a response re: the perception of a conflict of interest in purchasing water licenses
- » MDBA to provide an update on the timeline for refreshed modelling

Section 1: Meeting open

1. Brendan Blakeley opened the meeting at 08:59
2. Donna Kennedy provided the acknowledgement of country
3. Terry Smith thanked DPIE staff for their efforts in organising the meeting in challenging circumstances (COVID-19)
4. Brendan Blakeley explained his role as facilitator and called on SAG members to introduce themselves. Attendees and apologies were noted
5. Graham Attenborough - Executive Director, Programs & Services - was asked to clarify his position within the Department
6. Brendan Blakeley clarified the minute-taking process:
 - a. The objective was to produce minutes, not a transcript of the meeting
 - b. SAG members should signal clearly during the meeting if a particular point should be minuted
7. Brendan Blakeley summarised the intended outcome of the Menindee Lower Darling SAG process at **today's meeting**:
 - a. Involve the community in the decision-making process
 - b. Place the project within a broader system of inflows and outflows
 - c. Demonstrate the process undertaken by GHD, and provide feedback to help outline the requirements for a successful scheme
 - d. SAG membership to work together to generate an outcome on behalf of all stakeholder groups
8. Brendan Blakeley outlined the agenda for the meeting and stressed its intended role: to provide information so the SAG membership could reconvene in July 2020 to provide ideas relating to the draft schemes provided by GHD

Section 2: Options Evaluation Framework – Alluvium Consulting

9. Lisa Walpole introduced herself and her presentation topic (refer to appendices for a copy of the Alluvium Consulting presentation slides, which detail the primary topics covered)
 - a. SAG members enquired about the environmental expertise involved in the work behind the presentation. Lisa Walpole clarified that she was an environmental engineer and that Alluvium was an environmental consultancy. Brad Hollis clarified that the work had also been reviewed by NSW Environment, Energy & Science and DPIE (Fisheries)
 - b. Following questions re: how the tool could be applied to resolve conflicts and tough questions from users, Lisa Walpole and David Winfield clarified that the framework was a decision support tool that also documented the decision-making process. Its intent was not to make decisions itself
 - c. SAG members commented on:
 - i. **A preference to use meaningful terminology, such as 'Basin Scale'**
 - ii. A desire to accommodate emotional, spiritual and generational issues in the tool. Brendan Blakeley responded that those criteria were addressed previously in the 'What We Want' document/poster
 - iii. The lack of efficacy of the Murray Darling Basin Plan (MDBP) for the Lower Darling. Brendan Blakeley responded that the MDBP was a parameter that would not shift. Brad Hollis indicated the NSW Government would not deliver a MDBP that sacrificed the Menindee Lakes, thus the focus on EWR attainment
 - iv. The inter-connectivity of the water systems that flow to the Menindee Lakes, the potential for uncertainty in flows and the relationship with Water Sharing Plans (WSP). Brad Hollis acknowledged connectivity and flows were critical issues, these were being addressed by a sub-group, but that the project could not solve all upstream issues. Graham Attenborough confirmed the Departmental leadership was aware of the concerns and was willing to listen. *[Specific minute note - Alan Whyte: "You either take river connectivity seriously or you kiss the Menindee Lakes Project goodbye."]*
 - v. Concerns about the detail of quantitative measurement of economic criteria and the rigour of qualitative analysis. Lisa Walpole responded that an updated version of the tool would be made available, but may not address all of the specific concerns raised on this issue. David Clarke responded the Department would publish a submissions report in the coming weeks, which would **outline the Department's position and address these concerns**
 - vi. A desire to incorporate non-government views into the tool

Section 3: Options workshop – GHD

10. Brendan Blakeley opened the session by clarifying that there was not enough time today to go through each of the options to be presented in detail, but this would happen at the following meeting in July 2020. Feedback forms had been provided to enable the SAG members to contribute their thoughts ahead of that meeting
11. David Chubb presented on the topic (refer to appendices for a copy of the GHD presentation slides, which detail the primary topics covered)
12. SAG members commented on:
 - a. The current status of water licences

- b. **The definitions of terminology such as 'losses'.** David Chubb clarified that GHD was not making a judgement about where evaporated water went, GHD was just accounting for it in the schemes
- c. Concern that modelling was based on data to 2009, when more recent data should be made available. Andrew Brown **clarified that GHD's presentation, to that point, incorporated pre-2009 data** to better explain the history of the work completed. Further, the MDBA was working on a more up-to-date model. SAG members indicated a desire to conduct in-depth analysis of the revised model
- d. The importance of inflows in meeting water management targets. Brad Hollis said the NSW Government was committed to meeting its objectives set out within the MDBP, which needed to incorporate meaningful targets, and agreed inflows were important. He stated the SAG was an advisory group, not a decision-making group, and **confirmed the importance of the SAG's advice**
- e. Concern that the options outlined would negatively impact indigenous cultural heritage, that Sydney decision-makers would not understand the importance of heritage, and a desire that the indigenous community be adequately consulted. There was particular concern about potentially invasive impacts **to archaeological sites from some options considered more 'radical'.** David Chubb confirmed the proposed schemes recognised cultural and heritage sites. Brad Hollis acknowledged the archaeological importance of the area and said the NSW Government was keen to ensure cultural heritage was captured
- f. **References to three summers of water reserves as being 'aspirational'**
- g. The interplay between new structures, operations and rules
- h. Why projects previously deemed unfeasible were now included as options for review. David Chubb responded that all options were on the table
- i. **The '640/480 rule'.** David Chubb clarified that the water in the lakes was controlled by the MDBA, which could direct NSW agencies to release water – however, once it reached below 480GL control reverted to the NSW Government for use as a drought reserve. SAG members commented that, while many did not understand the background to the 640/480 rule, it was critical to the environment
- j. A desire to see current operations manuals for the system, including how EWRs were managed and whether operations manuals would have to account for changes to EWRs. On the latter point, Brad Hollis confirmed they would have to. He also pointed out that procedural changes would require a redrafting of the Murray Darling Basin Agreement, involving decision-makers from multiple jurisdictions. David Chubb made the point that reviewing operations manuals was a next step in the project
- k. A desire to ensure fish ladders were incorporated into structure design and management. Brad Hollis responded that a number of fishway solutions would need to be included in any preferred scheme, and that was within the scope of the project
- l. A desire to incorporate specific elements into proposed structures, such as a regulator across Tandure
- m. Technical aspects of the schemes - such as ancillary regulators, fish ladders or raising the height of Pooncarie Weir - and querying figures. David Chubb provided answers to technical questions and clarified errors relating to some numbers displayed in the presentation

Section 4: Review of sitting fee option

- 13. **Erin O'Brien said the SDLAM governance team had put together a best practice charter for Stakeholder Advisory Groups, which recognised the following key points:**
 - a. The role of SAGs is to engage with local communities, and balance stakeholder values and expectations

- b. The Department valued the input of SAG members and desired to obtain that input transparently
 - c. A draft charter had been established for SAGs but could be shaped for the Menindee SAG. It proposed a payment of \$220 per sitting day for members, with the chair receiving \$350 per day. There would be no more than two (2) representatives for each identified expertise area, with a maximum of 12 members per SAG
 - d. If the Menindee Lower Darling SAG indicated a desire to adopt the proposed new model, the existing SAG would be dissolved and a new group formed, with an EOI campaign via websites and newspapers, and an independent panel reviewing EOI applicants
14. SAG members commented:
- a. SDL projects are paid by the Commonwealth. Graham Attenborough said the policy was proposed by the NSW Government and was different from WaterNSW SAGs
 - b. The proposal was tokenistic, insulting and an attempt to limit representation
 - c. **Reducing the size of the group was a 'cop out', and members should be remunerated for their time, attendance and costs**
15. Departmental team members commented:
- a. Graham Attenborough: personally, he did not approve of certain aspects of the proposal
 - b. Brad Hollis: **no-one on the Department's team was recommending the** proposed charter. If there was no appetite amongst SAG members, the issue could be put aside
16. Chair Terry Smith made the final comment: the Menindee Lower Darling SAG had no appetite for the proposed new charter, had decided to ignore the offer and would continue in its current form
17. A motion was suggested by Terry Smith. Greg Hill drafted the motion to be moved by the SAG

Section 5: Other business

- 18. Terry Smith enquired whether a reply from the Minister had been received which addresses the question about when embargoes were lifted. Graham Attenborough indicated he had seen a draft reply, and it was on the way
- 19. The timing of WSPs: SAG members were concerned that the issues they had raised would be debated with senior NSW Government staff only after WSPs had been submitted. Graham Attenborough committed to following up the issue
- 20. **SAG members raised the issue of the 'Richard Kingsford response'** regarding the birds risk and benefits investigations conducted by GHD. Brad Hollis responded that the comments received re: Richard Kingsford's advice would be provided to GHD, and the Department would work with GHD to provide a final draft report and work with the SAG. Further, he said it was noted the draft report was imperfect, and **feedback had been given to the report's authors**. SAG members further made comments that there was a lack of transparency, and Brad Hollis responded that work would be required to provide a timelier response and better communication on how comments received were dealt with
- 21. SAG members asked the Departmental team to rate its performance. Graham Attenborough responded that there was always room for improvement
- 22. SAG members debated the SAG Terms of Reference, particularly whether the group was intended to **provide 'advice', 'approval' or 'endorsement'**. There was a show of hands to indicate a preference for 'endorsement'

Section 6: Governance

23. Apologies were noted
24. Minutes from the previous meeting – SAG members noted the following:
 - a. The statement regarding state significant infrastructure read out at the previous meeting should be attached to the minutes of that meeting
 - b. Trevor Smith was listed as an apology, he should be listed as an attendee
 - c. **Brad Hollis' comments should be attached to minutes**
 - d. A desire for minutes to be numbered in future and for action items to be listed separately
 - e. A query as to why SAG members had not been put in contact with NSW Government staff responsible for water-sharing connectivity
 - f. Reinforcing points made by individual SAG members
 - g. A desire to received updated legal advice
 - h. A desire to follow up Tracy MacDonald re: the issue of cultural water
 - i. SAG members voted to adopt the minutes with the amendments noted and noting this comment:
"The importance of water in the lakes, rivers and creeks to help look after significant areas to protect our culture and country."
25. Discussion about the minutes from the previous minutes prompted discussion between SAG members and the Departmental team around:
 - a. **The Regional Water Team's engagement with the broader community**
 - b. A desire to incorporate better use of **terminology in documentation, such as 'wetting', 'drying' and 'application'**
 - c. The relationship between ecological framing and EWR
 - d. How outcomes would be secured to achieve water savings
 - e. Whether cultural water / environmental water was followed up
 - f. An administrative error that suggested a second follow-up teleconference would be offered
26. Sitting fees:
 - a. **SAG members voted unanimously to reject the Department's offer for sitting fees**
 - b. A motion was put to the Department that its proposed sitting fee be offered to all existing members who wished to claim it, and that such a fee should be paid without having to dissolve the group. The motion was carried
27. Next steps & meetings:
 - a. Q&A sessions would be considered and arranged ahead of the next scheduled meeting

Brendan Blakeley concluded the meeting at 4:12pm.



Executive summary – Menindee Lower Darling Stakeholder Advisory Group (SAG) – 16/6/20

On 16 June, 2020, members of the Menindee Lower Darling Stakeholder Advisory Group (SAG) met for the fifth time.

Presenters included Lisa Walpole (NSW Regional Manager - Alluvium Consulting) and David Chubb (Manager, Operations – GHD). **Lisa Walpole's presentation covered the Options Evaluation Framework, while David Chubb's presentation focused on a series of structural options for the Menindee Lakes system.**

Key topics of discussion by SAG's members during the meeting included:

Options Evaluation Framework:

- » The Framework is a decision support tool and is not intended to make decisions itself
- » SAG members wish to incorporate emotional, spiritual and generational issues - and non-government views - into the tool
- » Water system inter-connectivity remains a key concern of SAG members
- » An updated version of the tool will be made available

Options presentation:

- » SAG members wish to ensure models utilise up-to-date data
- » SAG members are concerned options may negatively impact indigenous cultural heritage
- » There is a desire to understand operational rules and how these interface with structures

Key administrative items addressed during the meeting included:

- » **The SAG voted unanimously to reject the Department's offer for sitting fees. Instead, a motion was put to the Department that its proposed sitting fee be offered to all existing members who wished to claim it, and that such a fee should be paid without having to dissolve the group. The motion was carried**

The next meeting of the SAG is likely to take place the week commencing 20/7/20, although timing and venue are still to be finalised.

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Menindee Lakes Project



Overview

Session 1: Project context

- Project objectives and scope
- Operational challenges in the lakes
- Benchmarking current and SDLAM605 scheme against Environmental Water Requirements (EWRs)

Session 2: Workshop potential schemes

- What makes up a scheme
- Worked example
- Group discussion

Session 3: Next steps



Session 1: Project context



Recap: Project objectives

Our challenge is to develop a package of works and measures which has the capacity to:

- Generate a 'significant' (>80GL annual on average) contribution towards the 605GL annual SDLAM target
- Improve fish passage from the Lower Darling through the Menindee Lakes to the Upper Darling
- Protect ecological, cultural heritage and socio-economic values

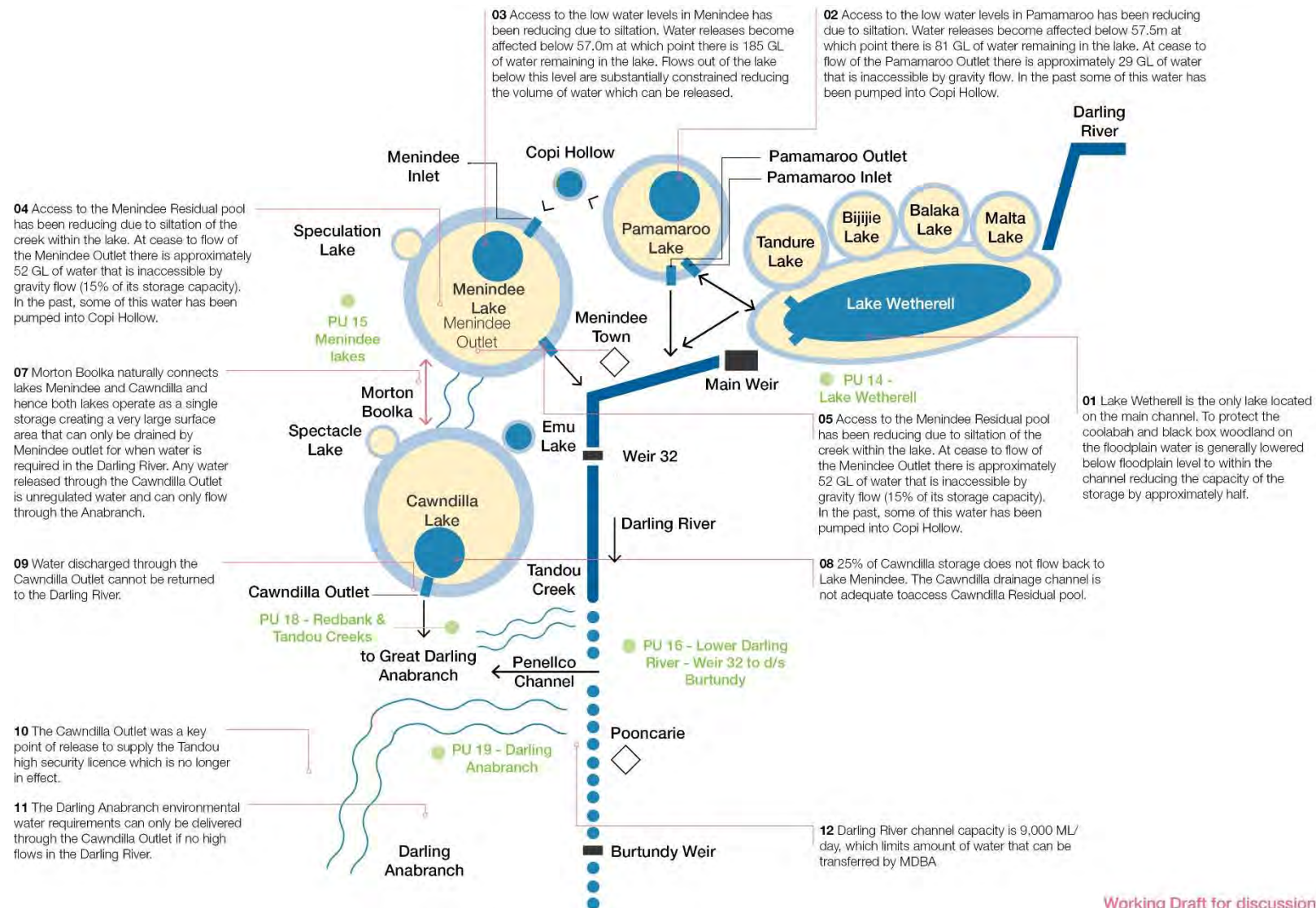


Menindee Project scope

- **Phase 1:** Options assessment (*current phase*)
 - Identification of structural/operational options and 'schemes'
 - Conventional vs unconventional options
 - Risk and benefits analysis of the SDLAM605 scheme
 - Additional hydrological modelling to quantify improved ecological, social and water savings outcomes
 - Work towards short list and agree on preferred scheme
- **Phase 2:** Risk and benefit investigation
 - Risk and benefits analysis of the preferred scheme
- **Phase 3:** Operational planning
 - Define the operational rules for the preferred scheme



Operational challenges



Working Draft for discussion

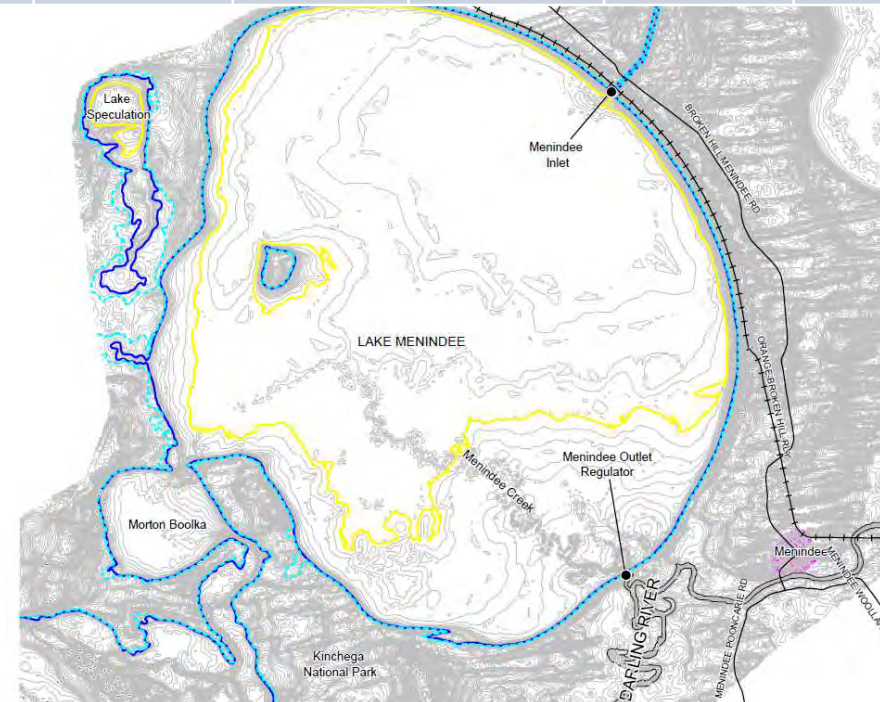
Operational challenges

No	Operational challenges	Existing Structures	Examples of possible new or modified structures previously considered
1	Lake Wetherell floodplain ecology & maintaining water in the upper lakes	Main weir Pamamaroo Inlet Wetherell Outlet	Tandure & other small lake regulators Deepening through excavation of smaller adjoining lakes
2	Access to the growing Pamamaroo residual pool	Pamamaroo Outlet	New drainage channel to the residual pool
3, 4	Menindee Creek outflow is constrained below 57.5m (approx. 200 GL) and Menindee residual pool continues to grow in size due to siltation	Menindee outlet	New drainage channel to the residual pool
5	Menindee outlet capacity too small to drain high lake levels effectively or meet MDBA requirements for size of water transfers	Menindee outlet	Increase capacity of Menindee Outlet (14,000 ML/day contemplated) Increase capacity of Cawndilla Outlet (2,000 – 4,000 ML/day), improve drainage channel & reconfigure Penellco channel to allow it to flow from west to east to the Darling River
6	Restrictions on Menindee and Cawndilla surcharge levels as it can cause significant bank erosion potentially impacting cultural heritage	Menindee outlet Cawndilla outlet	Increase capacity of Menindee Outlet (14,000 ML/day contemplated) Increase capacity of Cawndilla Outlet (2,000 ML/day)
7	Large storage and surface areas created by the connectivity of Menindee and Cawndilla through Morton Boolka	None	Morton Boolka Regulator above full supply level to separate the lakes Morton Boolka Regulator at 57.5m (half height) to separate the lakes
8, 9	Water released from Lake Cawndilla cannot be returned to the Darling River	None	Reconfigure Penellco channel to allow it to flow from west to east to the river
10	Tandou High security licence	Cawndilla outlet	Not applicable
11	Cawndilla outlet has limited capacity to deliver anabranch env flows	Cawndilla outlet	Increase capacity of Cawndilla Outlet (2,000 – 4,000 ML/day)
12	Darling River channel capacity is 9,000 ML/day which limits the amount of water which can be transferred by the MDBA	None	Regulators at Emu, Yartla and Anabranch offtakes to allow 14,000 ML/day flows



Menindee Lakes storage volumes and evaporation

GL	Surcharge Volume	Surcharge Level (m)	Full supply Volume	Full supply Level (m)	Volume at which operations are affected	Residual Pool Volume	Residual Pool % of FSL volume	Average Annual Evaporation 1973 to 2009	Evaporation as a % of FSL volume
Wetherell	262	62.30	193	61.67	n/a	0.5	n/a	73	37%
Pamamaroo	353	61.50	277	60.45	81	10.9	4%	82	30%
Copi Hollow	12	61.50	12	60.45	n/a	2.7	-	n/a	n/a
Menindee	729	60.45	629	59.84	185	60	10%	152	25%
Cawndilla	705	60.45	631	59.84	212	48	8%	114	18%



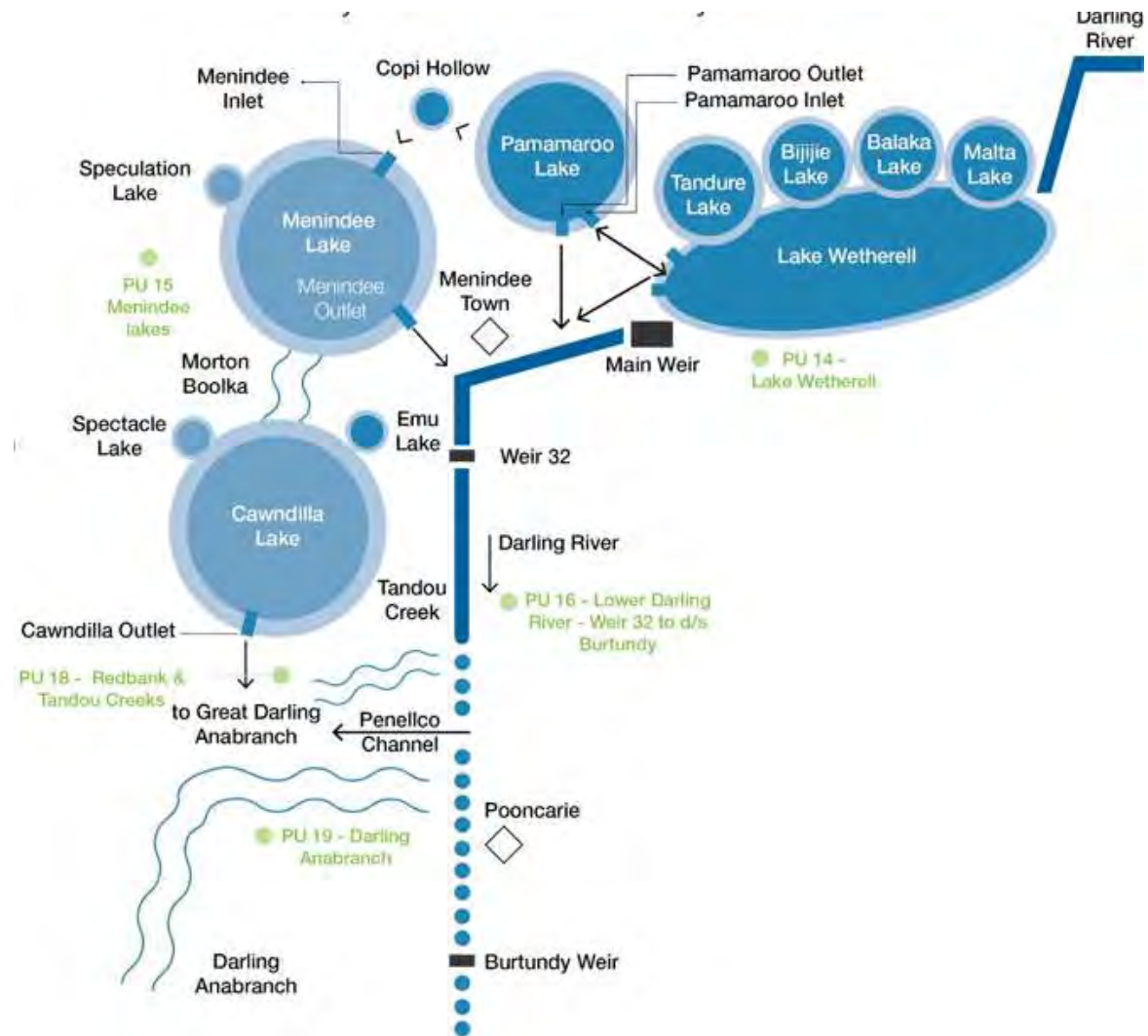
Environmental Water Requirements for Lower Darling Planning Units



Murray–Lower Darling Long Term Water Plan

Part B: Murray–Lower Darling planning units

Draft for exhibition



PU14 Lake Wetherell and top lakes

EWR Achievement

Location	Flow component	Frequency results			Max inter-event period results (days)			95%ile inter-event period results (days)			EWR achieved?	
		Without dev'tment	SDLAM B'mark	SDLAM 605 pack	Without dev'tment	SDLAM B'mark	SDLAM 605 pack	Without dev'tment	SDLAM B'mark	SDLAM 605 pack	SDLAM Benchmark	SDLAM 605 pack
Wetherell/Tandure	Low level fill	-	99%	94%	-	15	116	-	15	102	Yes	Yes
	Mid level fill	-	65%	74%	-	1967	1535	-	973	1030	No	Within 20%
	High level fill	-	48%	50%	-	2738	1982	-	1240	1250	No	No
							x					
	= target met											
	= within 20%											
	= result not within 20% of target											

PU15 Lake Menindee & Cawndilla

EWR Achievement

Location	Flow component	Frequency results			Max inter-event period results (days)			95%ile inter-event period results (days)			EWR achieved?	
		Without dev'ment	SDLAM B'mark	SDLAM 605 pack	Without dev'ment	SDLAM B'mark	SDLAM 605 pack	Without dev'ment	SDLAM B'mark	SDLAM 605 pack	SDLAM Benchmark	SDLAM 605 pack
Menindee	Low level fill	76%	85%	75%	900	1049	2444	711	838	1672	No	No
	Mid level fill	46%	82%	75%	2598	1371	2458	1358	1051	1813	Yes	No
	High level fill	18%	74%	71%	10288	2456	2480	6852	1203	1916	Yes	Yes
	Very high level fill	7%	62%	64%	10540	2577	2494	9941	1536	2014	Yes	Yes
Cawndilla	Low level fill	68%	96%	43%	2607	1138	2557	2411	856	2531	Yes	No
	Mid level fill	61%	94%	35%	2742	1257	2671	2649	952	2625	Yes	Within 20%
	High level fill	17%	71%	18%	10293	2451	6666	7122	1650	3212	Yes	No
	Very high level fill	7%	61%	11%	10541	2869	6723	9948	2546	4817	Yes	No
							x					
	= target met											
	= within 20%											
	= result not within 20% of target											

PU16 Lower Darling River, PU18 Tandou, PU19 Anabranh – EWR Achievement

Location	Enviromental Water Requirements		Frequency				Period	Frequency results			Max inter-event period results			95%ile inter-event period results			EWR Achieved?	
	Flow component	Minimum flow	Min event duration	Start Month	End month	Target frequency (% of years)	Maximum inter-event period	Without Dev	SDLAM Benchmark	SDLAM 605	Without Dev	SDLAM Benchmark	SDLAM 605	Without Dev	SDLAM Benchmark	SDLAM 605	SDLAM Benchmark	SDLAM 605 pack
PU16	Small fresh 1	2000	10	3	5	75%	730	91%	22%	27%	1057	10561	6992	647	3865	3867	No	No
Weir 32	Small fresh 2	2000	60	9	11	30%	1825	40%	22%	32%	2788	7244	2831	2119	3857	2543	No	No but improved
	Small fresh 3	2000	14	12	4	75%	730	97%	73%	70%	706	1402	2539	349	1034	1065	No	No
	Large fresh 1	7000	5	7	6	40%	1460	96%	53%	64%	760	3044	1623	283	1705	1131	No	No but improved
	Large fresh 2	7000	5	7	6	75%	730	96%	53%	64%	760	3044	1623	283	1705	1131	No	No but improved
	Large fresh 3	7000	14	7	6	75%	730	93%	51%	62%	805	3526	1765	388	1776	1214	No	No but improved
	Bankfull 1	10000	14	7	6	65%	730	86%	31%	48%	919	6665	3530	472	3271	2207	No	No but improved
	Bankfull 2	12000	21	7	6	25%	1460	68%	25%	38%	1360	10288	3667	923	3360	2608	No	No but improved
	Overbank 1	15000	14	7	6	50%	730	65%	26%	24%	1831	6799	8734	1023	3515	5233	No	No
	Overbank 2	17000	14	7	6	50%	730	55%	25%	23%	2526	6799	10317	1276	3556	5270	No	No
	Overbank 3	20000	30	7	6	25%	1460	28%	12%	16%	5373	10409	10423	3545	9375	8073	No	No
	Overbank 4	25000	45	7	6	10%	3650	14%	9%	10%	10482	10500	10531	6143	10062	9795	No	No
	Overbank 5	45000	5	7	6	10%	3650	11%	8%	7%	10562	10575	10574	9124	10121	10131	No	No
PU16	Small fresh 1	1800	10	3	5	75%	730	92%	21%	31%	1055	10276	4728	548	4030	3334	No	No
Burtundy	Small fresh 2	1800	60	9	11	30%	1825	42%	15%	24%	3196	10501	5387	2113	5862	3879	No	No
	Small fresh 3	1800	14	12	4	75%	730	96%	73%	71%	710	1397	2528	352	1028	1055	No	No but improved
	Large fresh 1	6000	5	7	6	40%	1460	96%	58%	68%	758	2701	1549	274	1398	1042	No	No but improved
	Large fresh 2	6000	5	7	6	75%	730	96%	58%	68%	758	2701	1549	274	1398	1042	No	No but improved
	Large fresh 3	6000	14	7	6	75%	730	94%	58%	64%	758	2701	1549	377	1415	1211	No	No
	Bankfull 1	9000	14	7	6	65%	730	83%	31%	49%	919	6664	3053	461	3315	1854	No	No but improved
	Overbank 1	11000	14	7	6	50%	730	75%	29%	41%	1049	6793	3669	756	3438	2303	No	No
	Overbank 2	13000	14	7	6	50%	730	61%	25%	33%	1833	6799	5565	1038	4407	2816	No	No but improved
	Overbank 3	16000	30	7	6	25%	1460	20%	11%	15%	6815	10439	10428	5302	9645	9337	No	No
	Overbank 4	17000	45	7	6	10%	3650	16%	10%	11%	10480	10503	10491	5909	9861	9791	No	No
	Overbank 5	22000	5	7	6	10%	3650	9%	5%	6%	10577	20199	20196	9905	17760	15390	No	No
PU18	Large fresh 2	1000	70	7	6	40%	1460	4%	4%	28%	15277	20150	4654	14326	19054	3036	No	No but improved
Redbank at Packers	Bankfull 1	1500	15	7	6	25%	1825	9%	6%	30%	10577	20173	6709	9891	15984	3058	No	No but improved
	Overbank 1	2000	20	7	6	20%	1825	4%	3%	8%	20181	20289	10449	18162	20185	9836	No	No
	Overbank 2	2500	20	7	6	15%	3650	4%	3%	6%	20292	20291	10503	19338	20188	10229	No	No
PU19	Small fresh 1	100	20	7	6	65%	730	79%	30%	54%	920	6789	2604	639	3339	2489	No	No but improved
Anabranh at Wycot	Large fresh 1	800	21	7	6	25%	1460	41%	21%	25%	2962	10383	6795	1933	6306	4480	No	No
	Large fresh 2	800	70	7	6	40%	1460	20%	11%	13%	6785	10383	10426	4991	9734	9634	No	No
	Bankfull 1	2000	15	7	6	25%	1825	29%	17%	17%	5391	10438	10447	3472	8807	5395	No	No
	Overbank 1	3000	20	7	6	20%	1825	21%	11%	13%	6821	10445	10504	5294	9582	9537	No	No
	Overbank 2	8000	20	7	6	15%	3650	15%	8%	9%	10529	10549	10552	5909	10111	9887	No	No
	Overbank 3	17000	15	7	6	10%	3650	9%	7%	6%	10561	10574	20183	9244	10177	15981	No	No

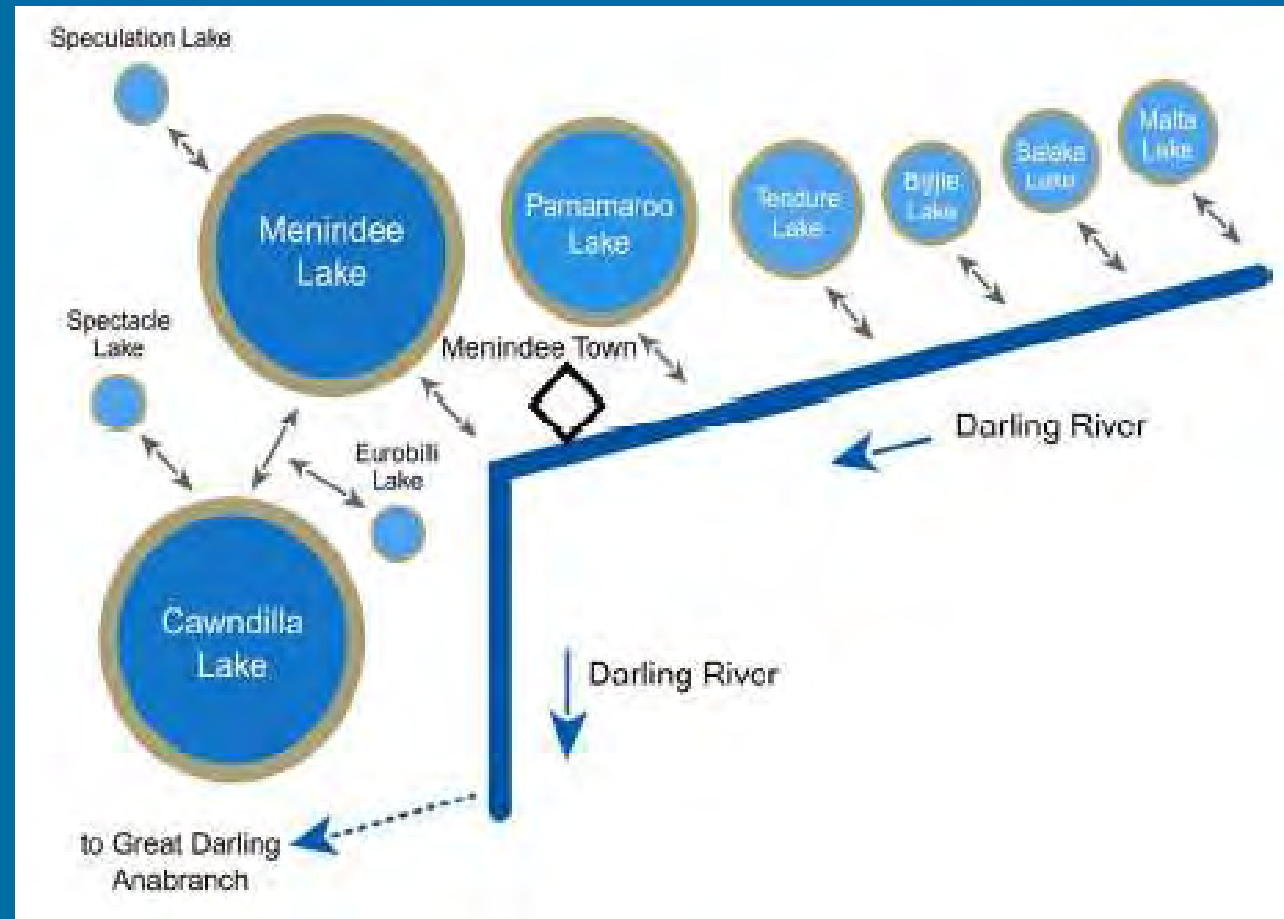
= target met

= target improved by at least 10%

= result not within 20% of target



Session 2: Workshop potential schemes



Workshop agenda

- What makes up a scheme
- Run through example scheme options (A to L)
- Discussion to clarify scheme options
- Worked example
- Group discussion
 - can anything be added or removed to better achieve the project objectives?



What makes up a scheme

Legend: No new works SDLAM605 works Modified SDLAM605 works Alternative combinations

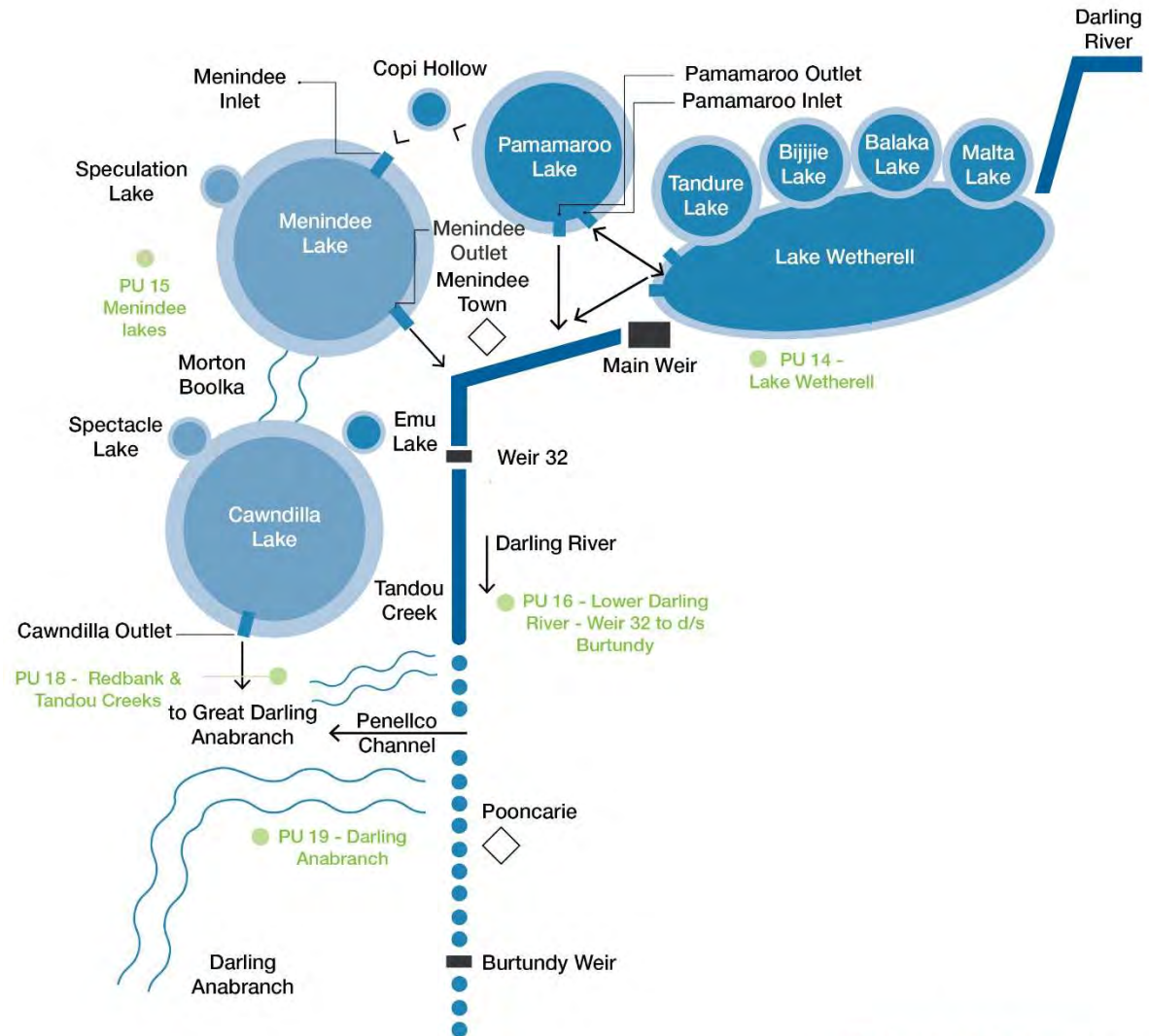
Structural works	New Scheme options											
	A	B	C	D	E	F	G	H	I	J	K	L
Enlarged Menindee outlet up to 14,000ML/day												
Menindee drainage channel to bypass Menindee Ck and access residual pool												
Morton-Boolka regulator (full height above FSL)												
Morton-Boolka regulator (half height 57.5m)												
Increased capacity Cawndilla drainage channel												
Enlarged Cawndilla outlet (2,000ML/day)												
Deepen Lakes Malta, Balaka and Bijijie (+ regulators)												
Lake Tandure regulator												
Lake Bijijie regulator												
Enhance & Penellco Channel (larger, reverse grade, 2 regulators)x												
Pamamaroo drainage channel to bypass internal Ck and access residual pool												
Ancillary infrastructure (ecological offset) at Cawndilla Creek (regulator)												
Ancillary infrastructure (main channel capacity) at Yartla and Anabranh offtakes												
Internal levee around northern and western edge of Pamamaroo and Menindee												
Levee around entire internal perimeter of Menindee and Cawndilla												
Raise height of Pooncarie Weir												
Use 3-mile creek as fast flowing fish habitat												



Scheme A

Scheme A: No new infrastructure, modify operations to improve environmental outcomes (not operate the Lakes as a water storage)

The purpose of this scheme is to test the impact of retaining existing structures and maximise Environmental Water Requirements (EWR) outcomes for all six Planning Units through changes to operating rules.



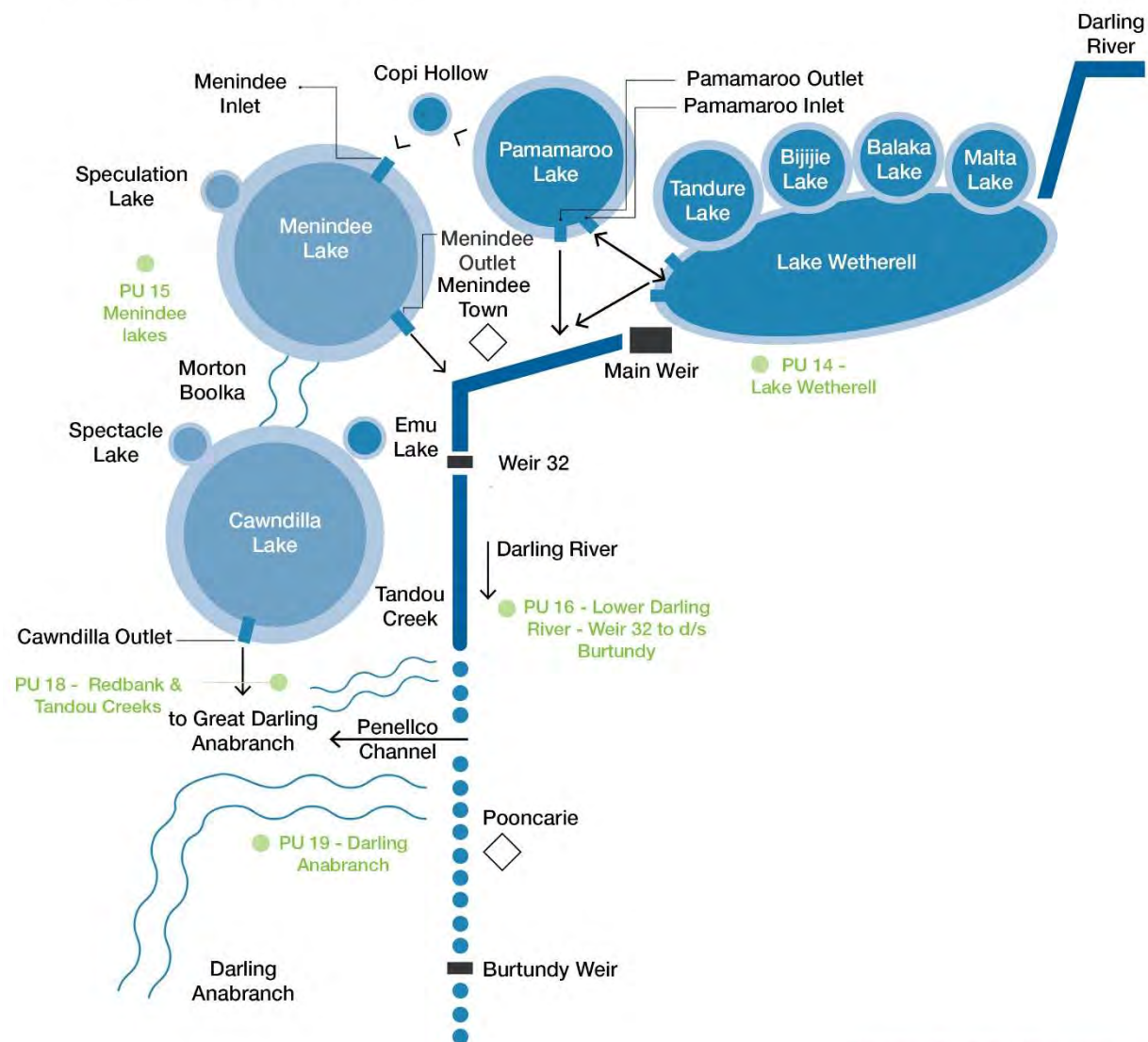
Working Draft for discussion



Scheme B

Scheme B: No new infrastructure, modify operations to focus on SAG objectives

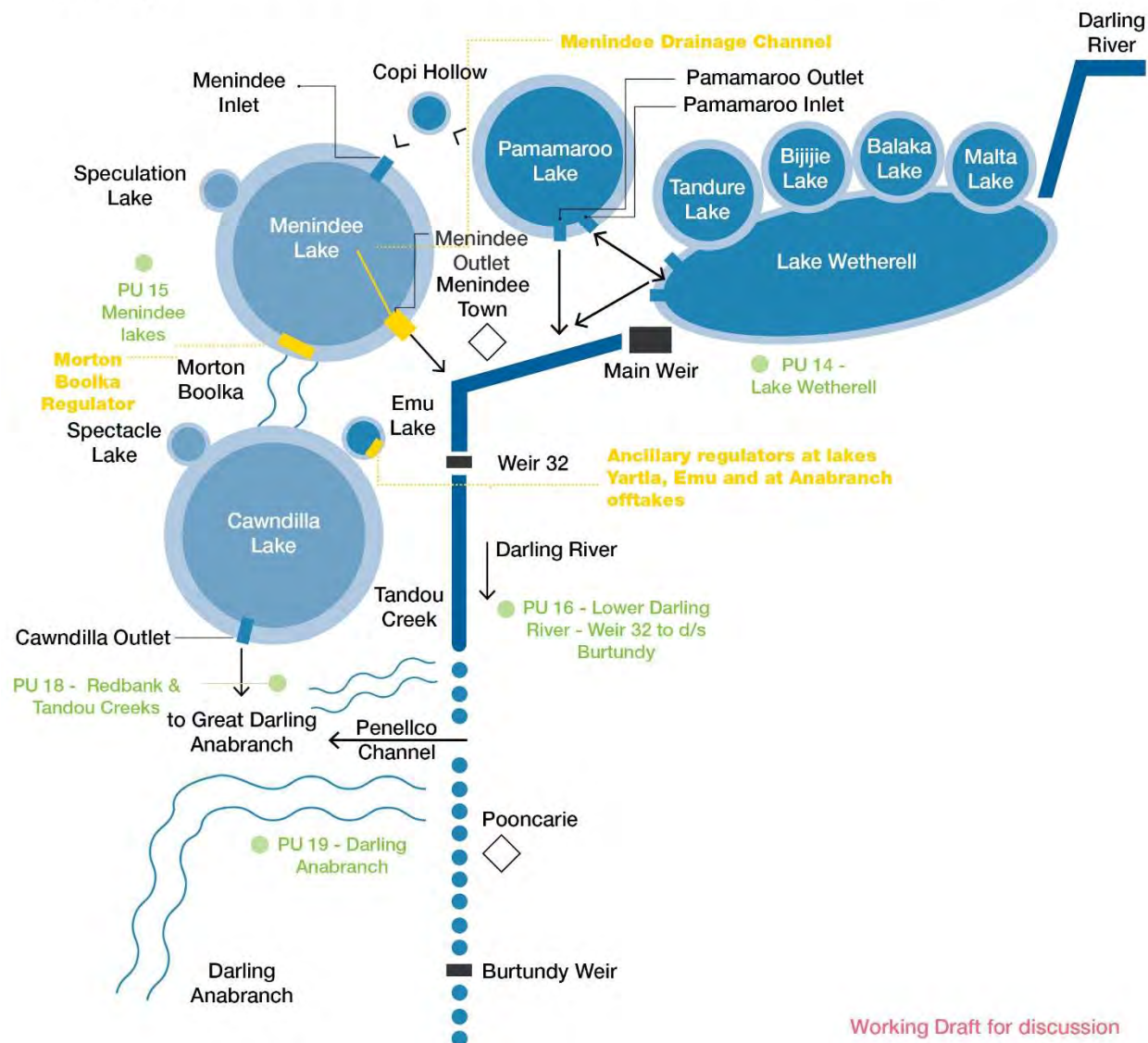
The purpose of this scheme is to test if it is possible to retain existing structures and increase drought reserve in the upper lakes to 3 summers and maintain a set minimum flow of 150ML/day (and no cease to flow events) in the lower Darling River.



Scheme C

Scheme C: SDLAM605 infrastructure with operational modification to focus on SAG objectives

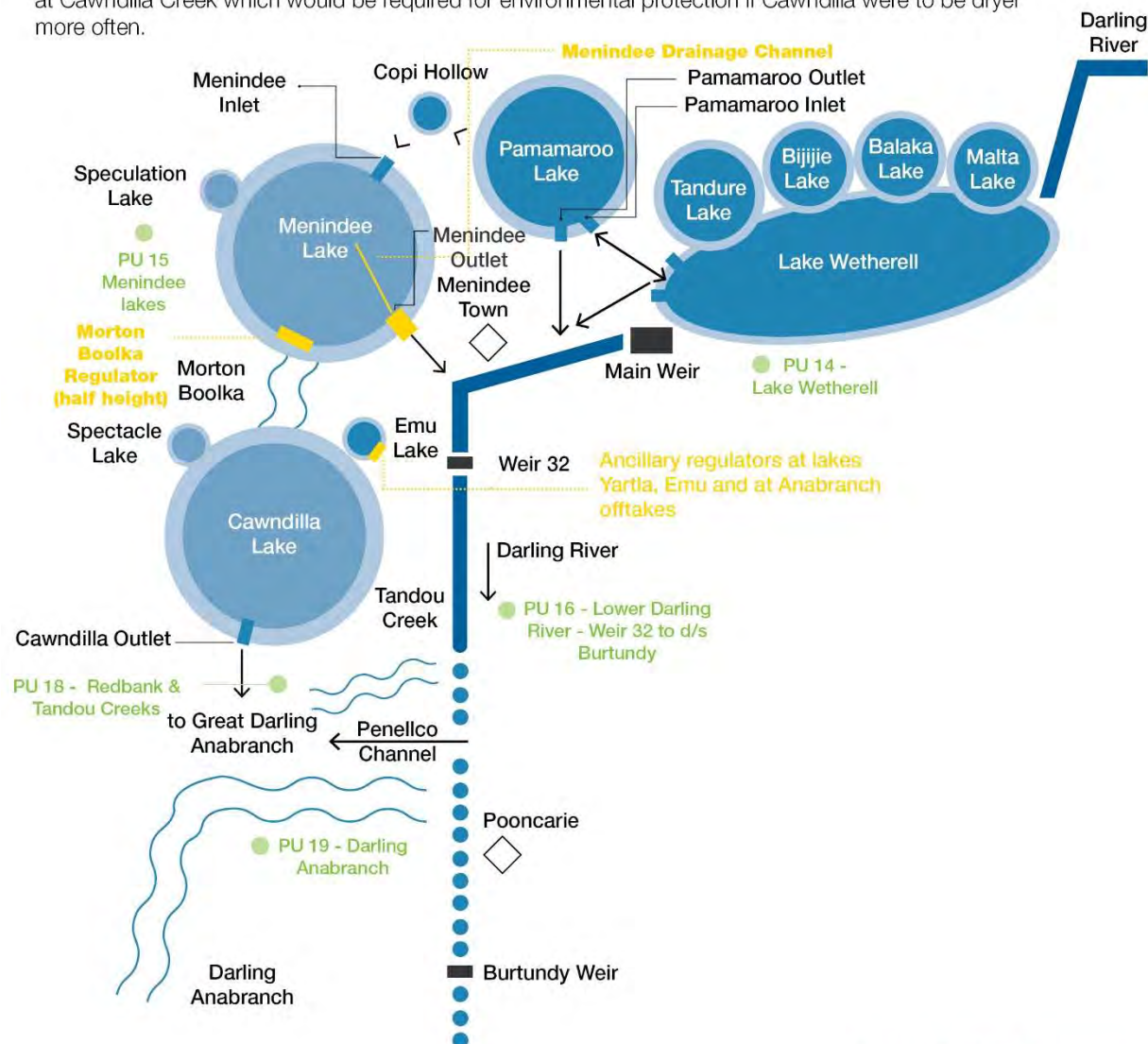
The purpose of this scheme is to test the impact on the project objectives of using the proposed SDLAM605 structures and modify the proposed operating rules to increase the drought reserve to three summers in order to maintain a set minimum flow (no cease to flow events) in the lower Darling River at 150ML/day.



Scheme D

Scheme D SDLAM605 infrastructure with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome

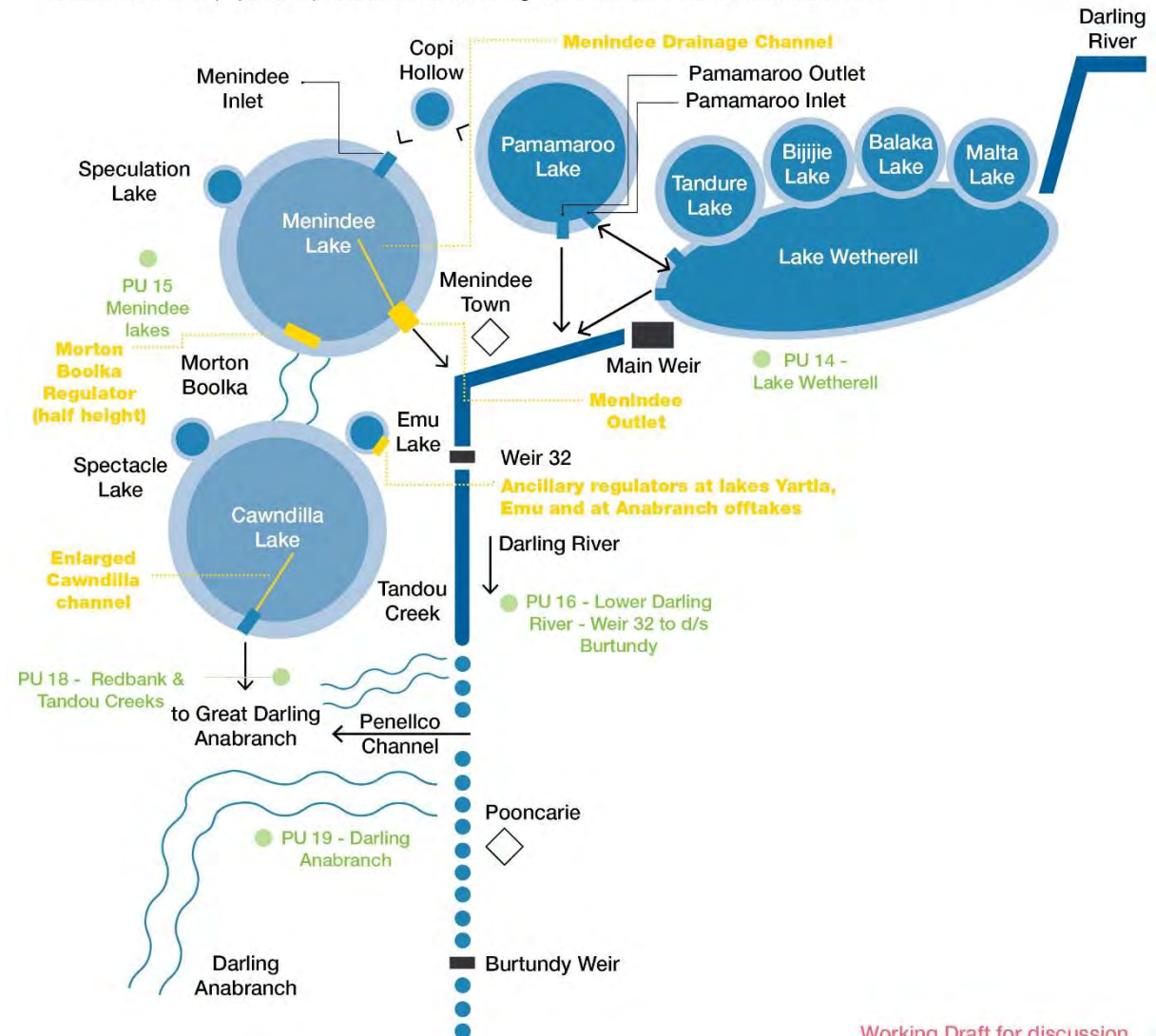
The purpose of this scheme is to test the impact on the project objectives of modifying the proposed operations of the lakes using the SDLAM605 structures to allow better EWR outcomes for Lake Cawndilla as well as downstream and Anabranh EWRs. This may also remove the need for ancillary infrastructure at Cawndilla Creek which would be required for environmental protection if Cawndilla were to be dryer more often.



Scheme E

Scheme E: Modified SDLAM infrastructure scheme with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome using a low level Morton-Boolka regulator

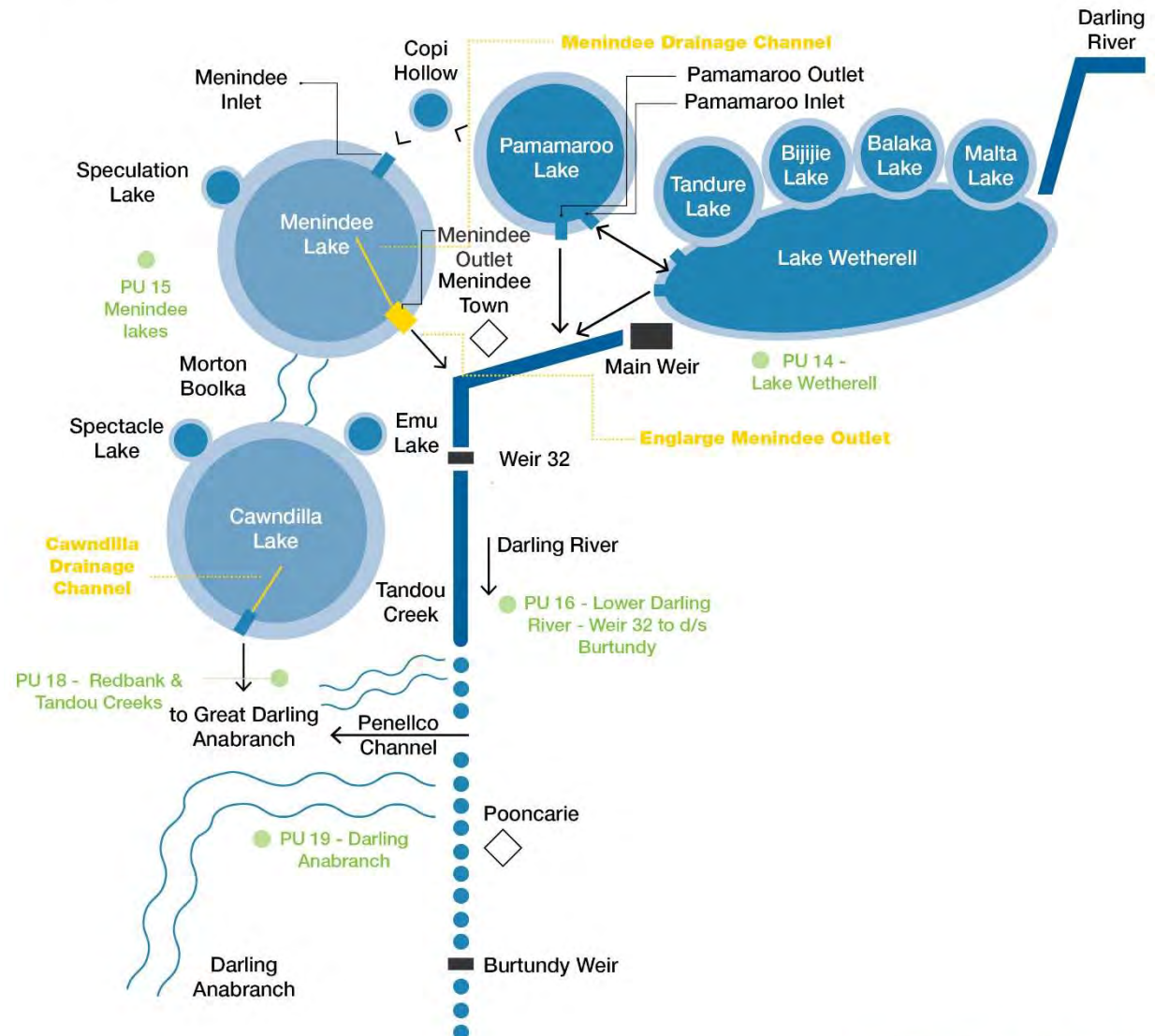
The purpose of this scheme is to test the impact on the project objectives of modifying SDLAM605 structures and the proposed operating rules to reduce the footprint of the proposed Morton Boolka regulator. A half-height regulator at Morton Boolka (within Menindee Lake at 57.5m RL 1.5m high) would provide about 200GL of storage volume and reduce the level of physical impact at this site confining works to within the lake and below FSL.



Scheme F

Scheme F: Alternate scheme - EES proposal to improve environmental outcomes.

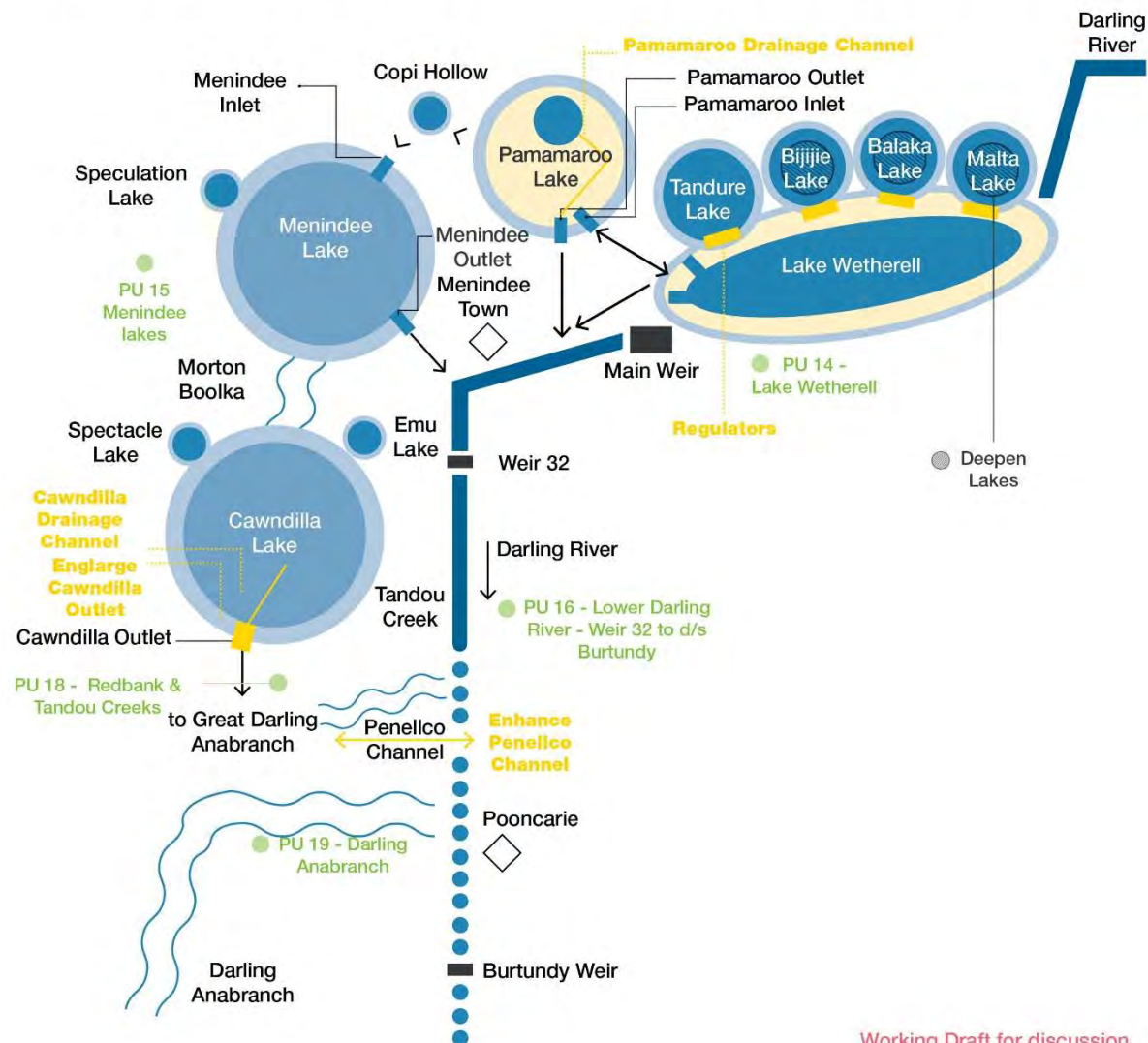
The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to focus on environmental outcomes for the lakes, river and the anabranch including improved drought reserve of 2.5-3 years to maintain base flows. This scheme does not include a regulator at Morton-Boolka.



Scheme G

Scheme G: Alternate scheme – Menindee Lakes Water Users Group proposal to increase upstream storage capacity for drought reserve and utilise Penellco to discharge to the Darling River from Lake Cawndilla

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to focus improving storage capacity in the upper lake while allowing water in the lower lakes to be drained through the Cawndilla outlet and Penellco channel back to the Darling River.

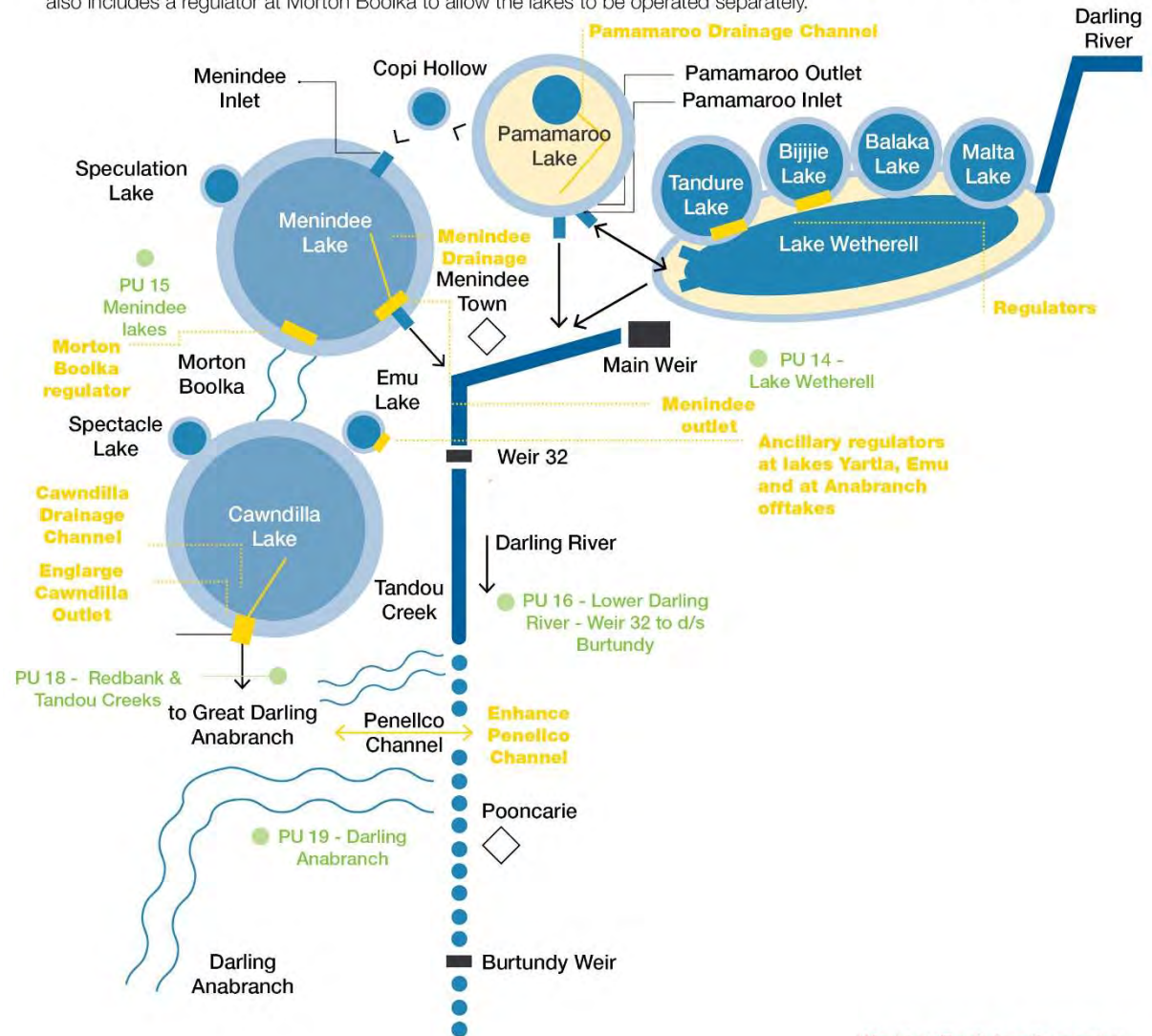


Working Draft for discussion

Scheme H

Scheme H: Alternate scheme to increase upstream storage capacity for drought reserve, separate Menindee and Cawndilla and utilise Penellco to discharge to the Darling River from Lake Cawndilla

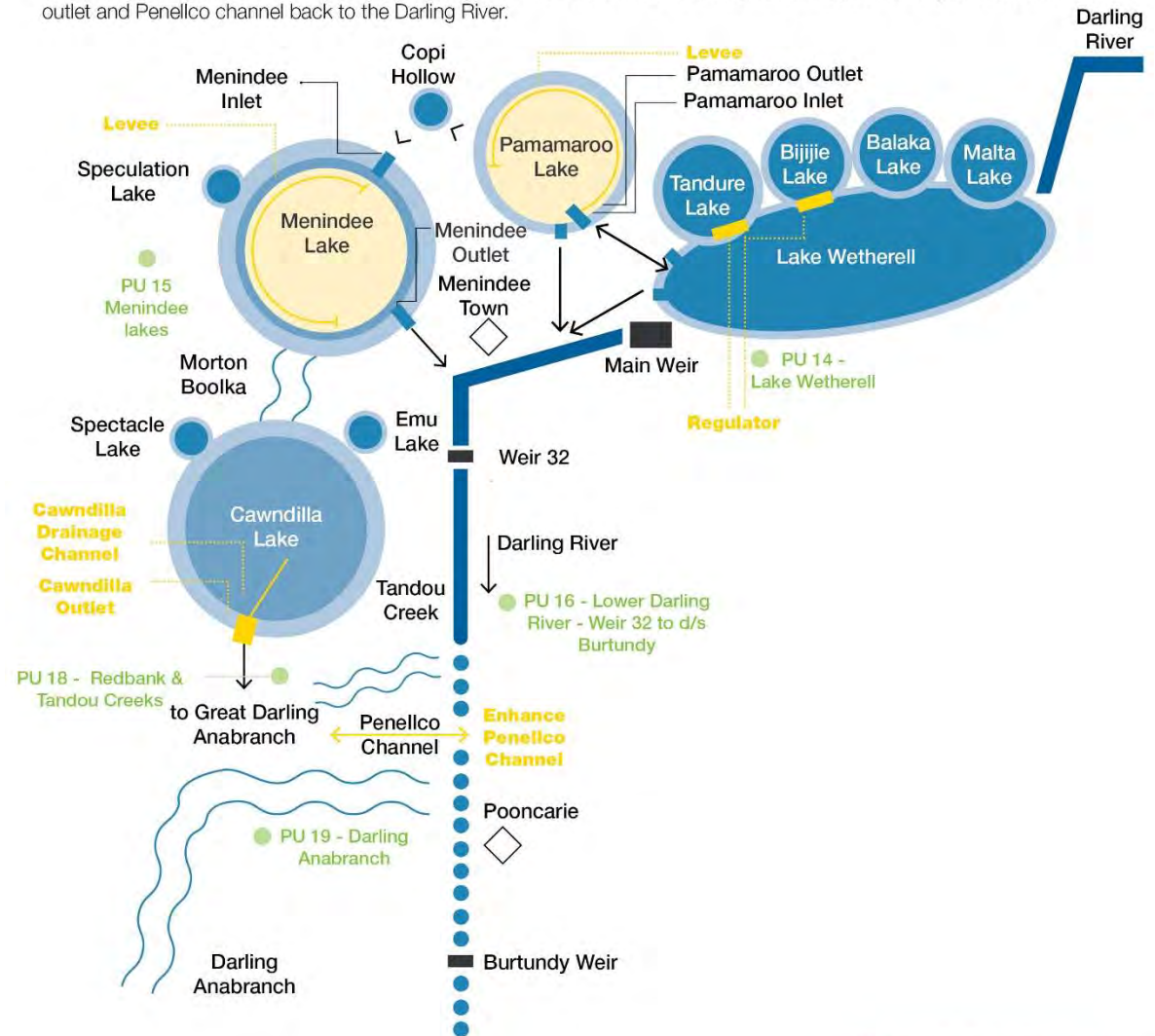
The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lake while allowing water in the lower lakes to be drained through the Cawndilla outlet and Penellco channel back to the Darling River. This proposal also includes a regulator at Morton Boolka to allow the lakes to be operated separately.



Scheme I

Scheme I: Alternate Scheme to minimise Pamamaroo and Menindee storage area and utilise Pennellco to discharge back to the Darling River

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lakes, restrict the use of lakes Pamamaroo and Menindee through construction of an internal perimeter levee from the inlet to the outlet in each lake (thereby reducing surface area and evaporation). Cawndilla would be drained through an enlarged Cawndilla outlet and Penellco channel back to the Darling River.

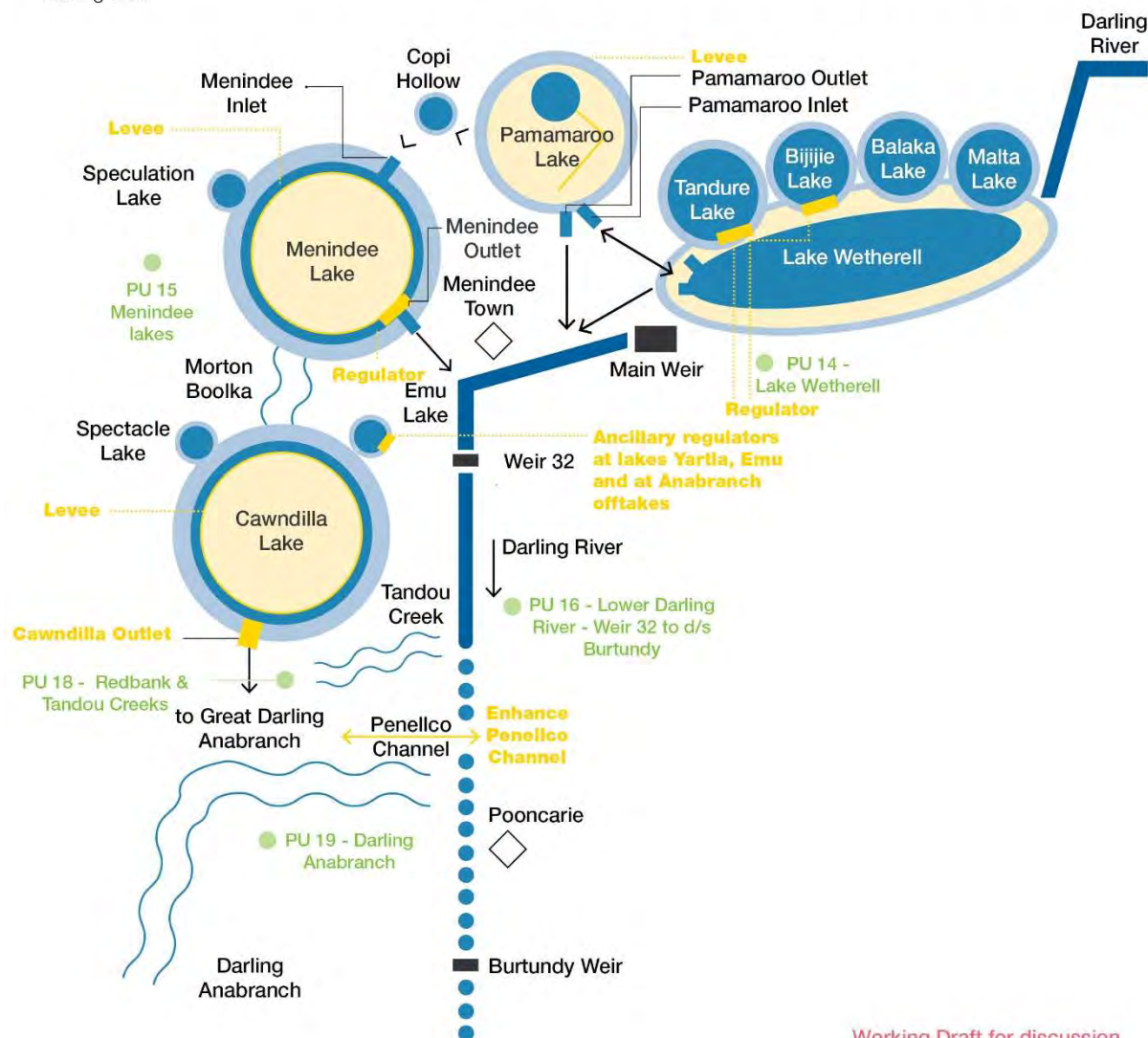


Working Draft for discussion

Scheme J

Scheme J: Alternate Scheme to maximise upstream storage, minimise Menindee and Cawndilla storage area and utilise Pennellco to discharge back to the Darling River.

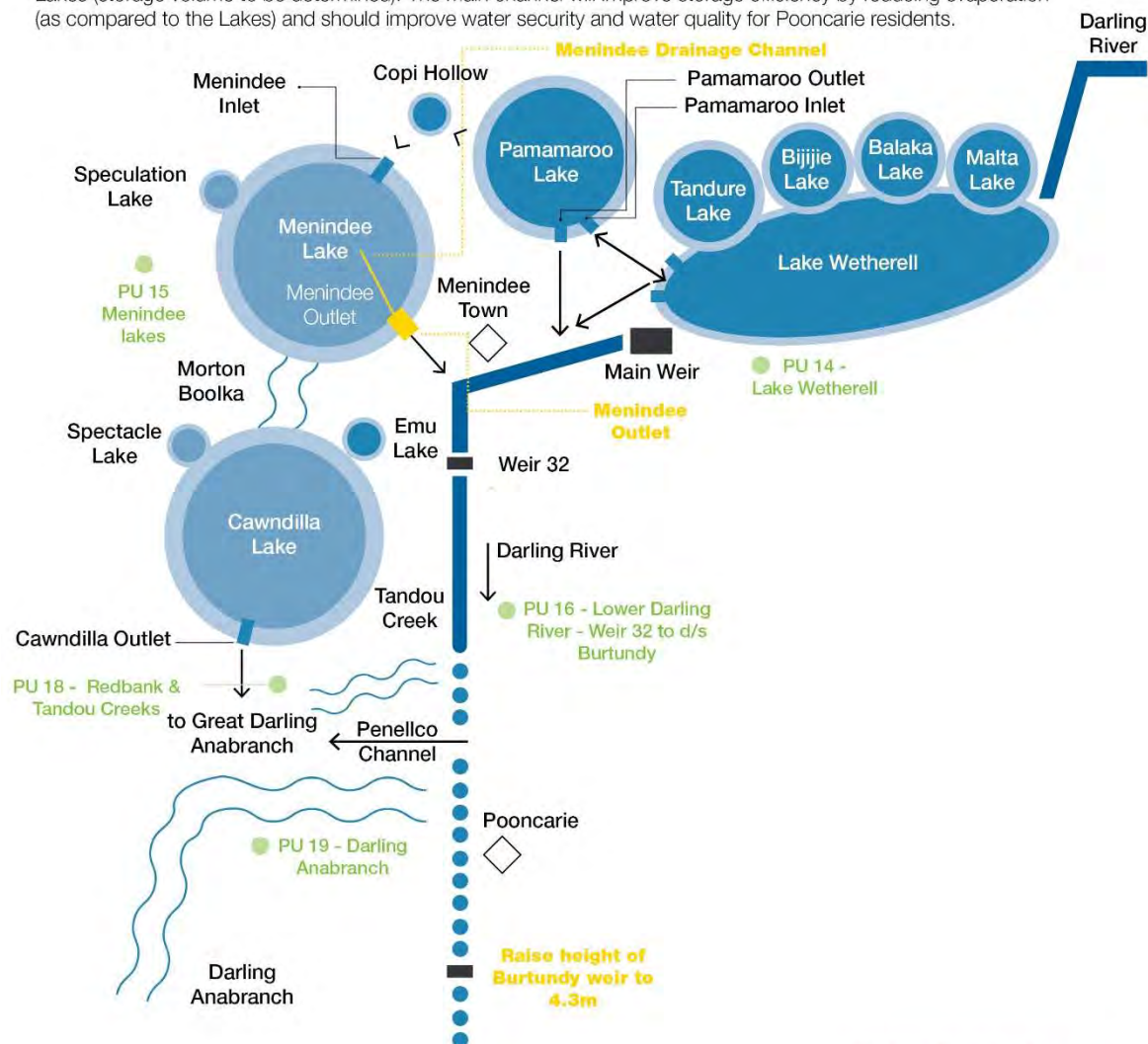
The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lakes, restrict the use of lakes Menindee and Cawndilla through construction of interior perimeter levees in each lake (thereby reducing surface area and evaporation). Cawndilla would be drained through an enlarged Cawndilla outlet and Penellco channel back to the Darling River



Scheme K

Scheme K: Alternate Scheme to increase storage in the Darling River channel and reduce reliance on storing water in the lakes

The purpose of this scheme is to test the impact on the project objectives of increasing the height of Pooncarie Weir from 0.8m to 4.3m (an increase of 3.5m). This will increase the storage capacity of the main channel at this location (extending the weir pool from 9 km to 44 km) and potentially reducing the reliance on water stored in Menindee Lakes (storage volume to be determined). The main channel will improve storage efficiency by reducing evaporation (as compared to the Lakes) and should improve water security and water quality for Pooncarie residents.



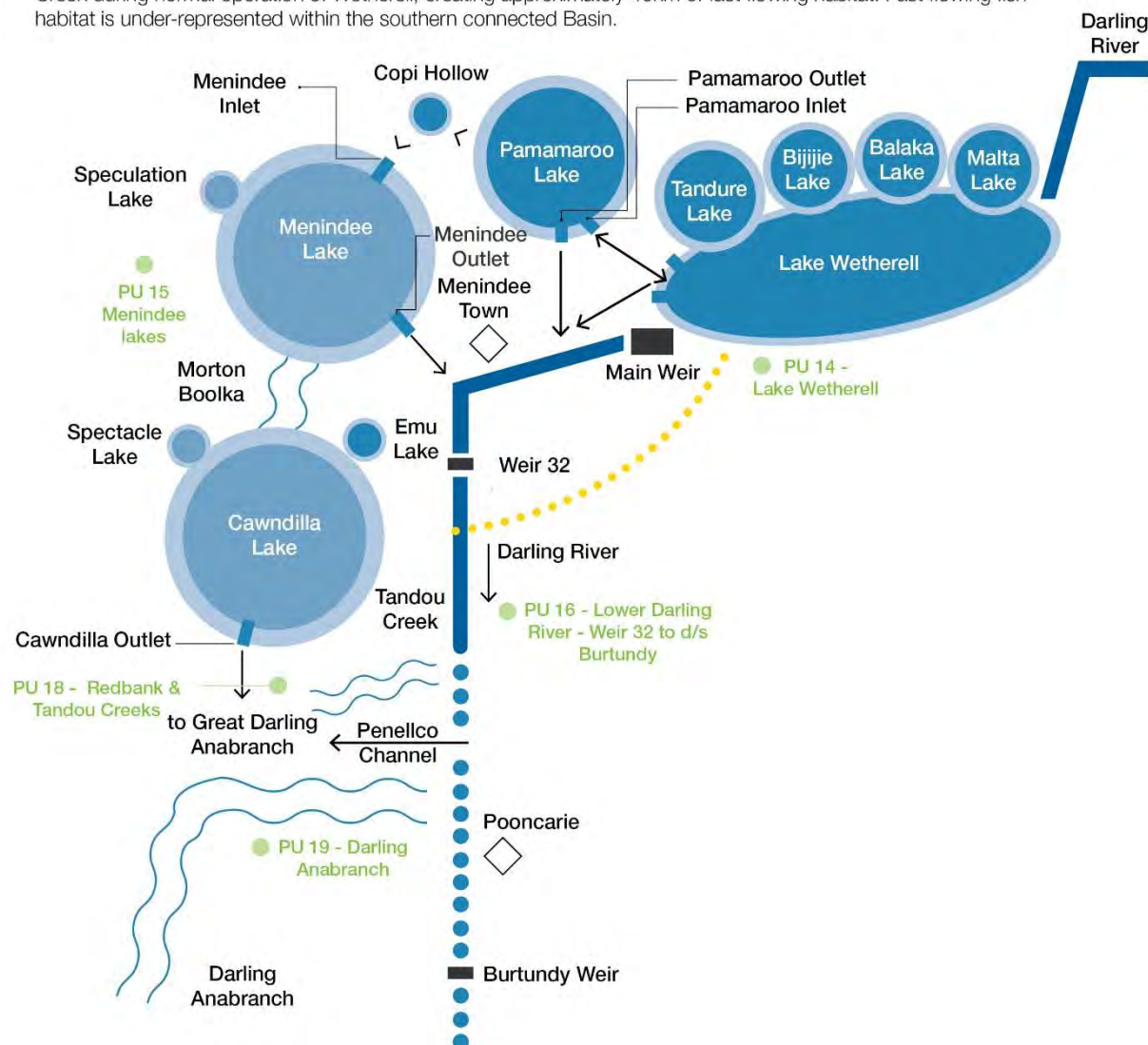
Working Draft for discussion



Scheme L

Scheme L: Alternate Scheme to incorporate Three-Mile Creek as fast flowing fish habitat and improve ecological outcomes

Three Mile Creek is an ephemeral creek system with an off-take from Lake Wetherell upstream of the main weir and reconnecting with the main channel downstream of Weir 32. It is currently only activated during large natural floods (beyond the managed surcharge level of Lake Wetherell). There is an opportunity to provide water to Three Mile Creek during normal operation of Wetherell, creating approximately 40km of fast flowing habitat. Fast flowing fish habitat is under-represented within the southern connected Basin.



Schemes - worked example: Structures options

Category	Description	Initial comments / queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing)	
Capital Cost	The scale of works and location	
Operations	How would it improve efficiency and operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Schemes - worked example: Scheme options

Category	Description	Initial comments / queries
SDLAM program objectives	Contribution to water savings Value for money Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, agricultural etc	

Schemes - worked example

- What do you like about the scheme?
- What do you dislike about the scheme?
- What would you like to see added to the scheme(s)?
- What would you like to see removed from the scheme(s)?

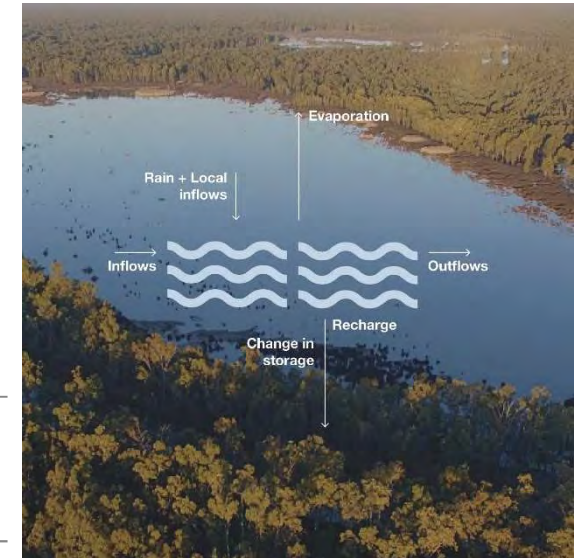
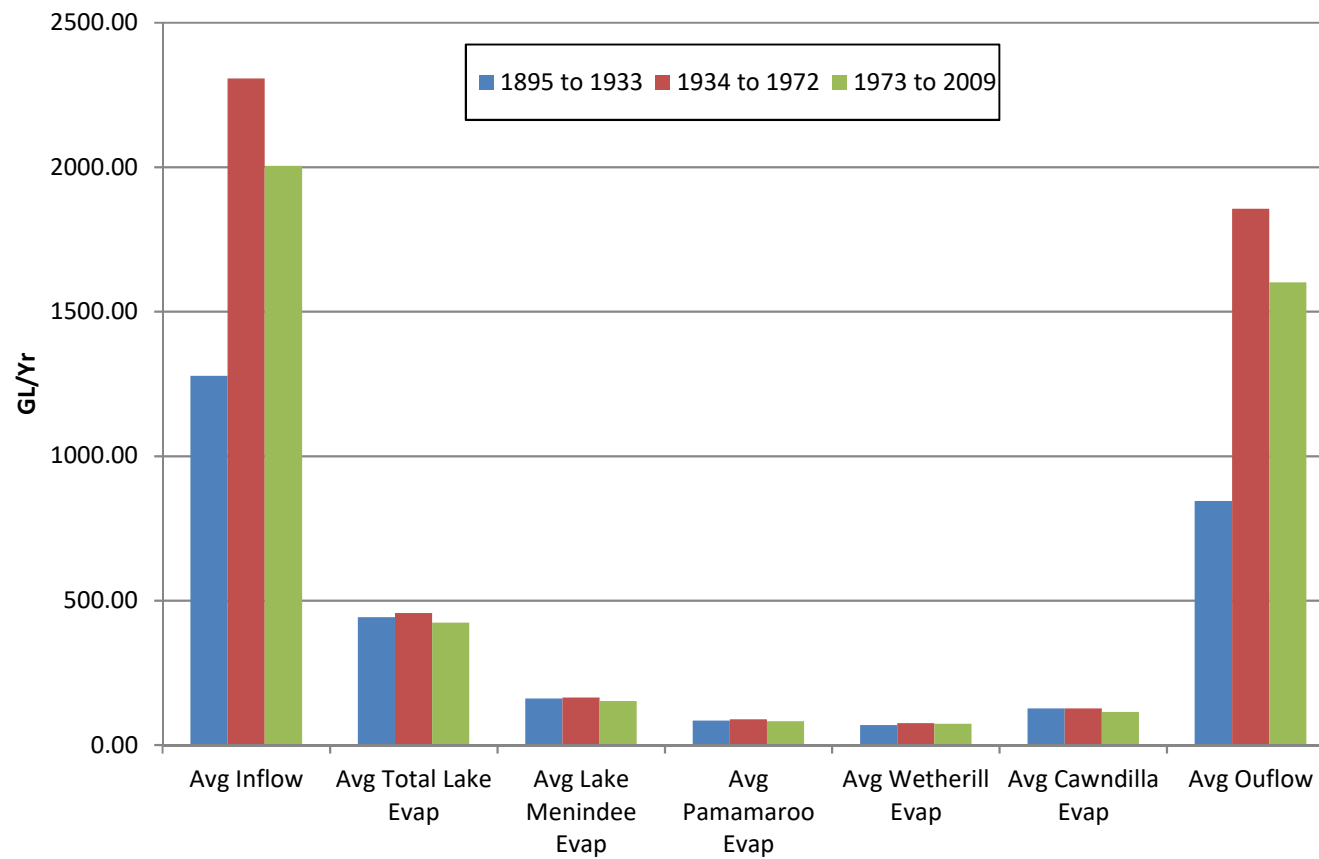
Session 4: Recap and next steps

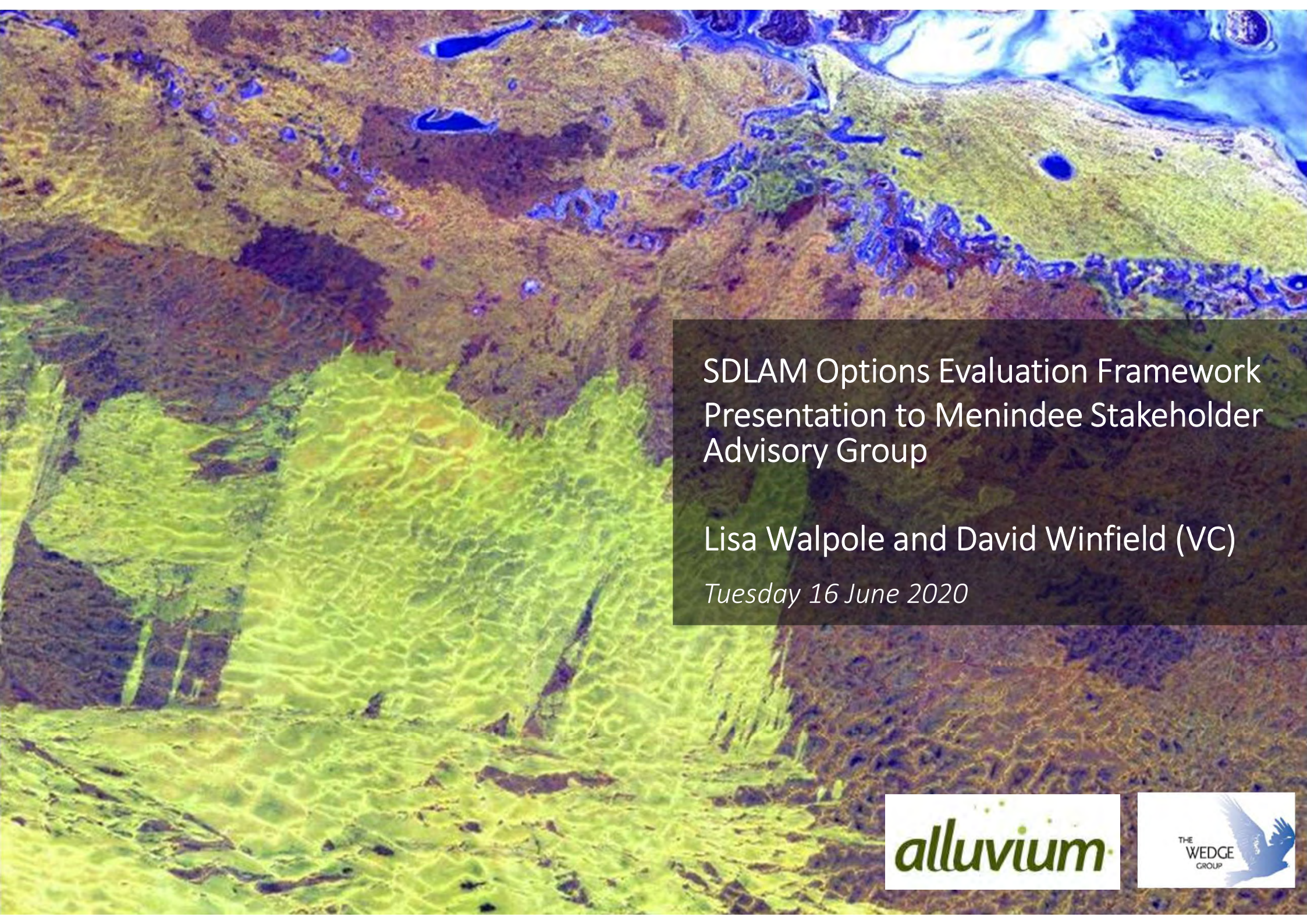
Next steps

SAG Meeting	Proposed objectives
21-22 July	Agreement on process to identify Top 3 and preferred option Results of risk and benefit analysis of business case Workshop: assessment of schemes to short-list Top 3
26 August	Results of detailed analysis of Top 3 including fatal flaws Revised MCA to confirm preferred option
29 September	Results of risk and benefit analysis of preferred option
27 October	Presentation and feedback on draft operational plan



Inflow, average evaporation and outflows





SDLAM Options Evaluation Framework Presentation to Menindee Stakeholder Advisory Group

Lisa Walpole and David Winfield (VC)

Tuesday 16 June 2020

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Acknowledgement of Country



Artist Bradley Moggeridge, Native Fish Strategy Artwork with Murray Cod, Macquarie Perch and Catfish

Plan for today

Set the scene

1. Why an Options Evaluation Framework?
2. How did we get here?

Framework overview

3. Framework on a page, the 'footsteps diagram'
4. Collaboration and governance arrangements
5. Multi-criteria analysis (MCA) as a decision support tool
6. Categories, criteria and weighting
7. Spreadsheet tool
8. Risks and opportunities

1. Why a framework?

SDLAM objectives and background

OEF Project objective

Develop a framework that will **effectively and efficiently** evaluate the **strengths and weakness**, and **rank various options** to be considered under the NSW SDLAM program to assist prioritisation of project options to proceed to a detailed business case

This a decision support framework, including an MCA tool to help document and guide discussion - it is not a decision-making tool

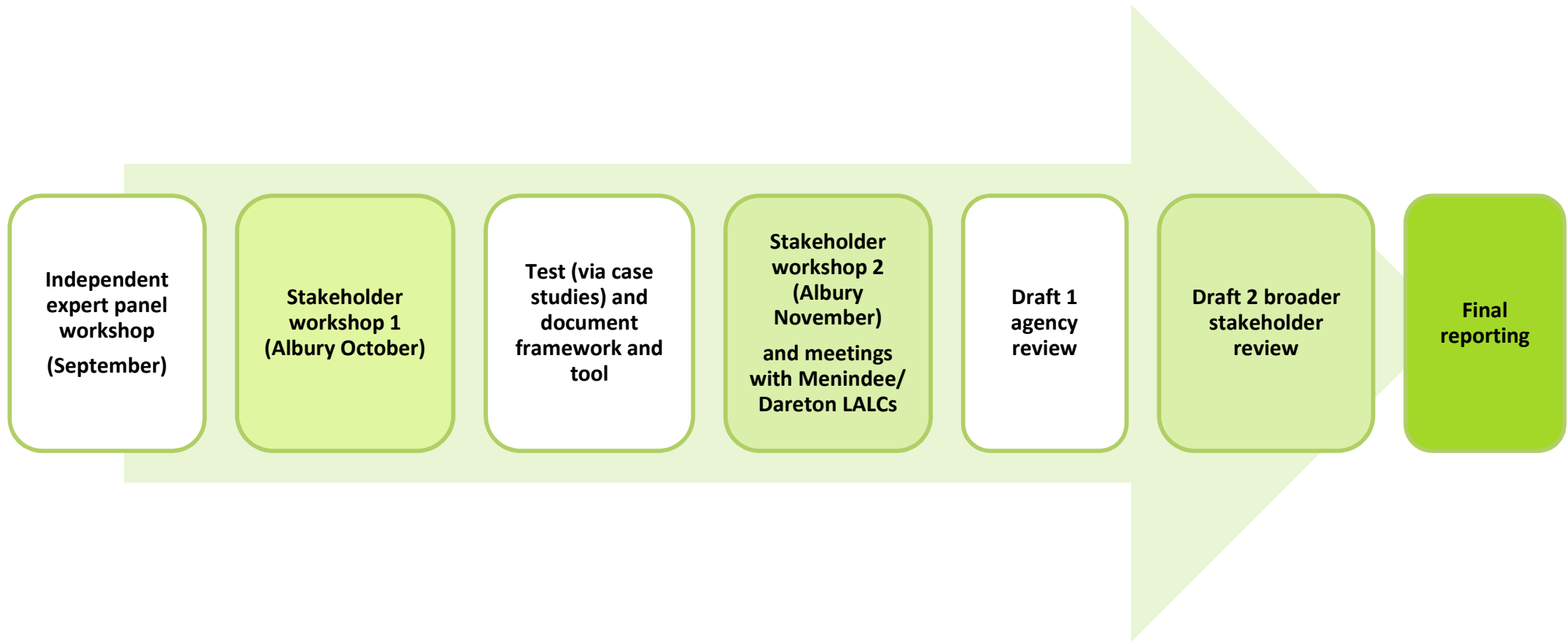


Why?

- Consistent, repeatable transparent
- Enable conversations and build
- Important component of the INSW Gate 1 (Strategic Options) **independent** review process



2. How did we get here?



Collaboration and engagement



Collaboration and engagement

Expert panel workshop



Stakeholder workshop 1



Collaboration and engagement

**Expert panel
workshop**



**Stakeholder
workshop 1**



**Stakeholder
workshop 2**



Collaboration and engagement

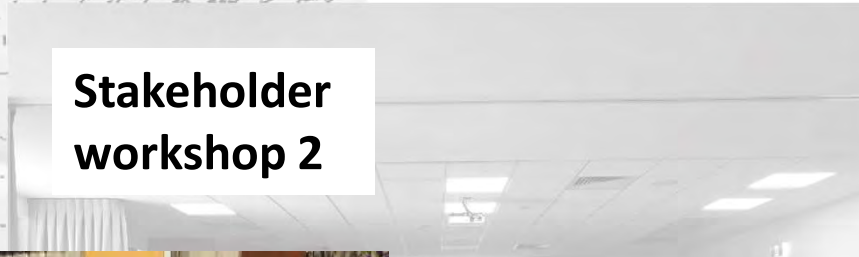
**Expert panel
workshop**



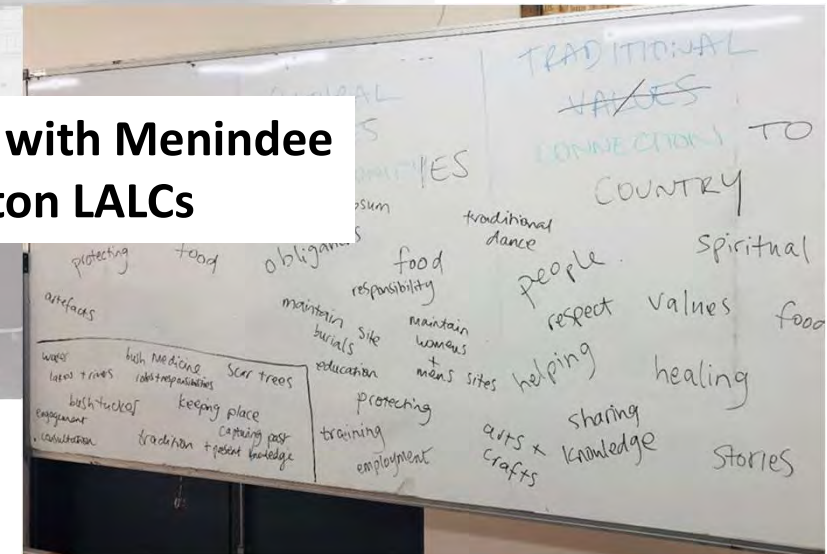
**Stakeholder
workshop 1**



**Stakeholder
workshop 2**

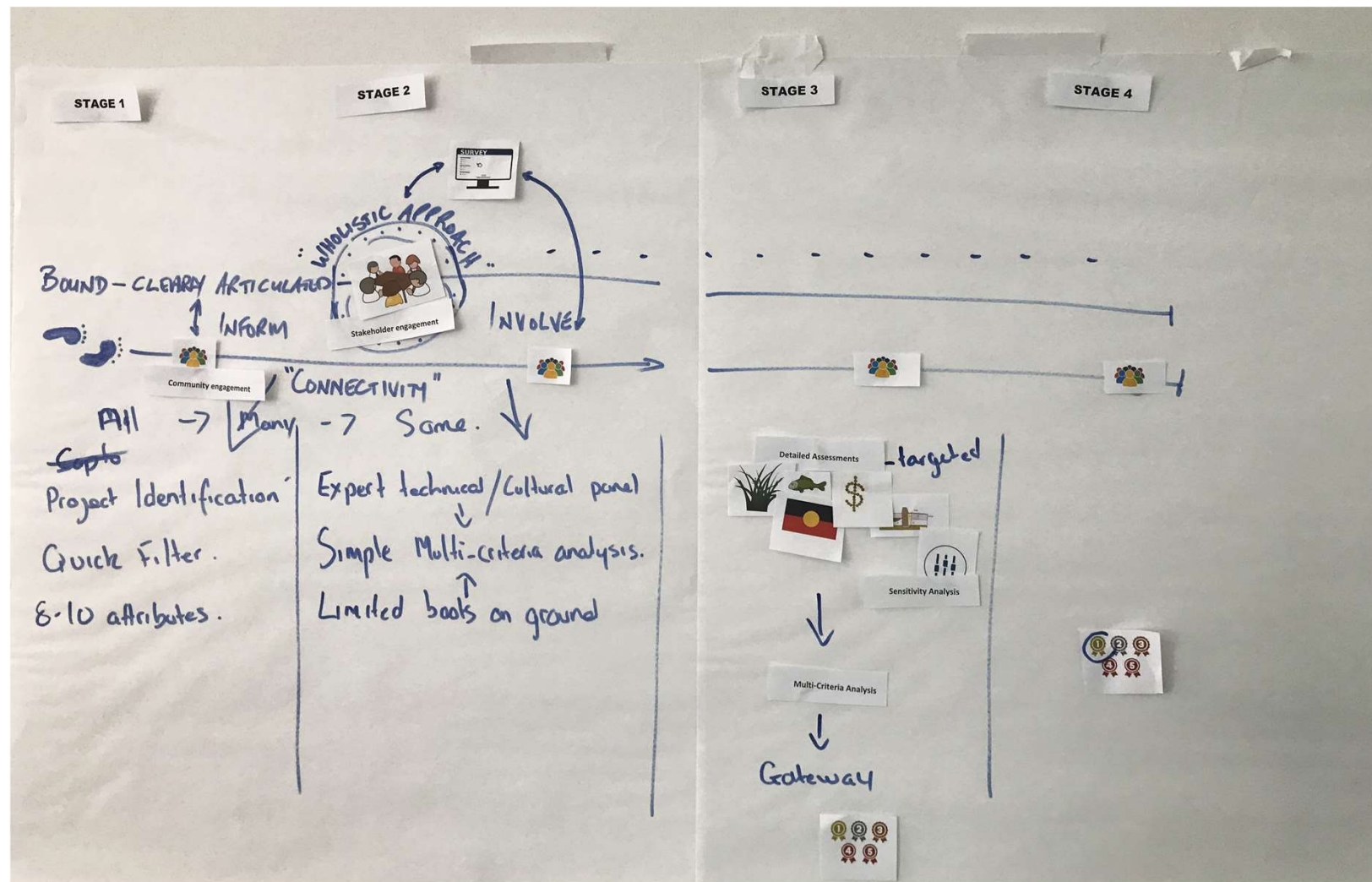


**Meetings with Menindee
and Dareton LALCs**



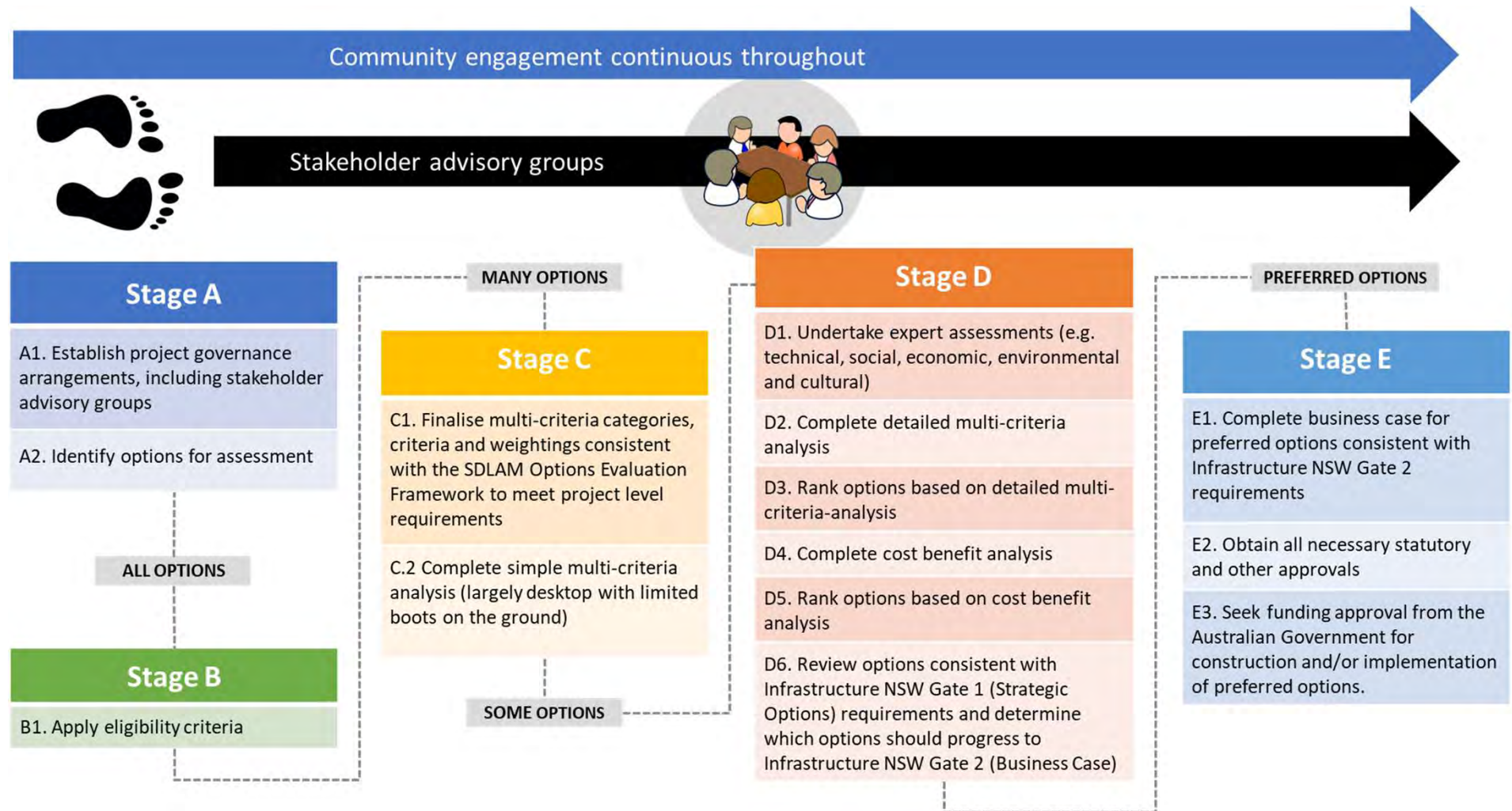
3. Framework overview: the 'footsteps diagram'

From this...



Framework overview: the 'footsteps diagram'

To this



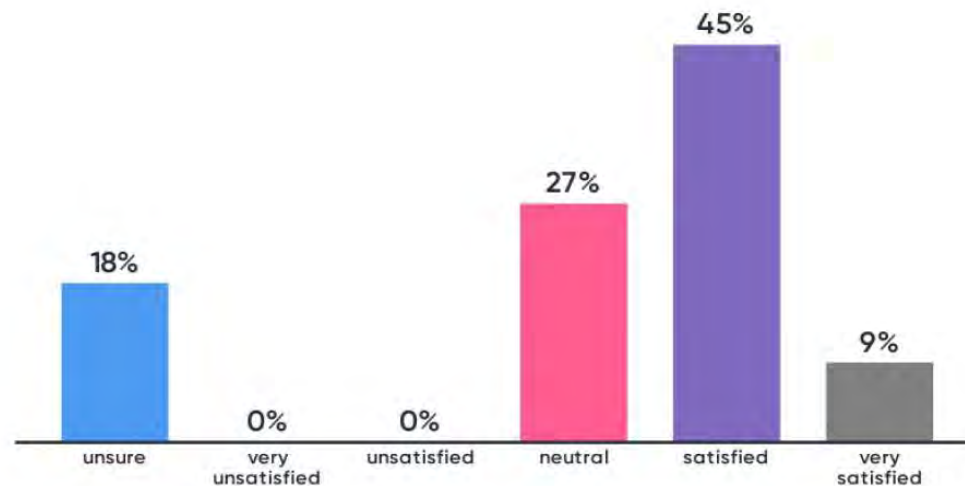
4. Stakeholder engagement and ongoing governance

Feedback from workshop 1:

1. Agreed with staged approach
2. 54% satisfied with the draft framework on a page
3. Support for the level of engagement
4. The framework needs to be meaningful, transparent and inclusive of non-government views

How satisfied are you with the proposed draft framework?

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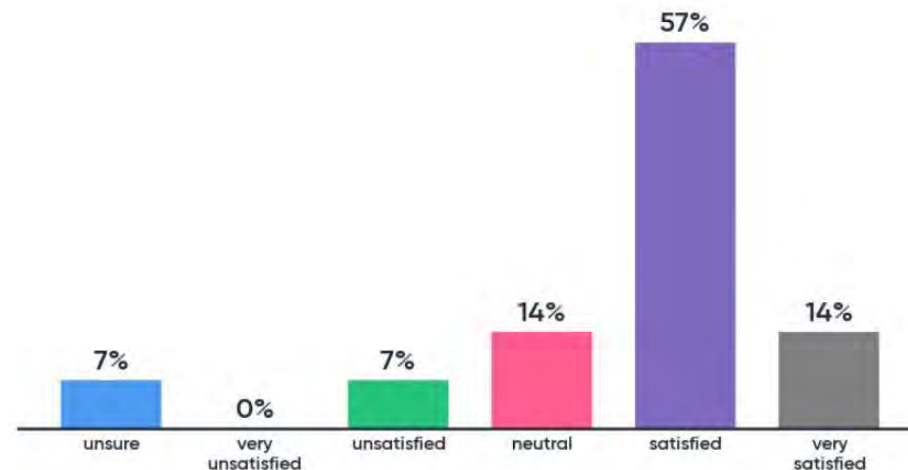
4. Stakeholder engagement and ongoing governance

Feedback from workshop 2:

1. 71% satisfied with the framework
2. Support for the tool for use in facilitating engagement
3. Concerns around flexibility in the weightings being used to 'game' the system

How satisfied are you with the proposed draft framework as presented today?

alluvium



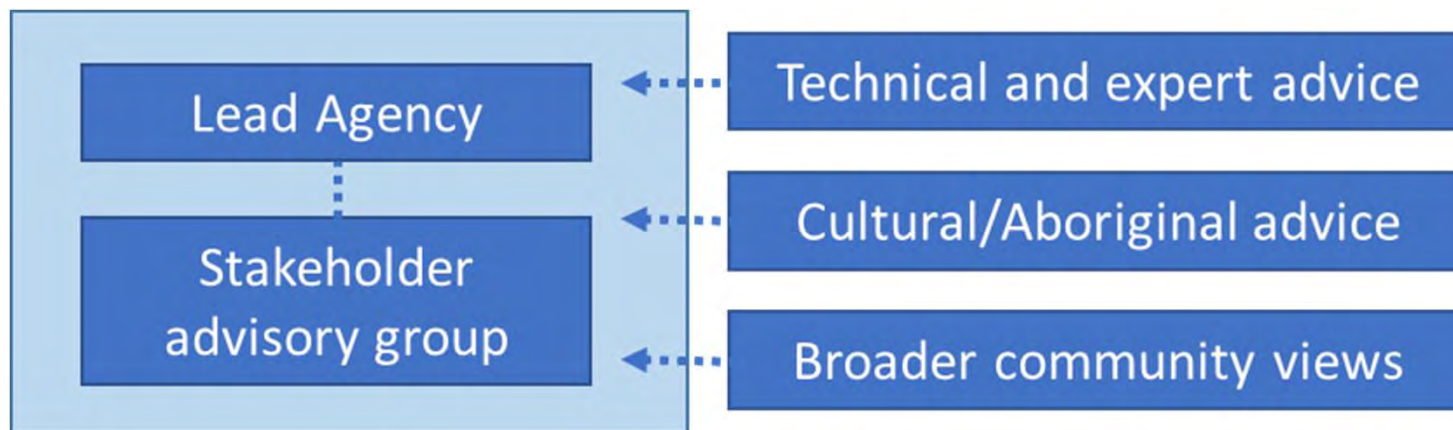
Feedback from meetings with Dareton and Menindee LALCs

- Key elements for 'walking together' as part of the framework includes *sharing, listening and learning*
- The group was comfortable with the four MCA categories, including Cultural
- The group suggested some changes to the wording of the three cultural criteria headings



Governance arrangements

- Fit for purpose - Governance arrangements for each project will adapt for the specifics of that project and community
- Some advisory groups have been established (such as your SAG!)
- Up to each project lead (in consultation with appropriate advisory groups and stakeholders) to decide how the framework will be applied and how advisory groups will be involved



5. MCA as a decision support tool

MCA is a commonly-used *qualitative* tool originating from operations research that aims to *compare* different options (or actions, projects etc.) according to a *variety of objectives and criteria*. MCA uses the *decision makers' preferences* to identify the preferred option amongst a portfolio of potential options.



What are we comparing?

Project options

- Within not between projects
- As put forward in the 2015-17 proposals
- New options (that are not substantively different from as notified)
- Individual infrastructure options and/or measures (A or B)
- Combinations of options (A and B)

Base case

- All options will be assessed against the base case
- Base case considered to be full water recovery (additional water purchases) as per the Basin Plan without SDLAM

Note:

Framework currently applies to SDLAM supply projects only

- not for efficiency projects
- further consideration required regarding suitability for constraints projects

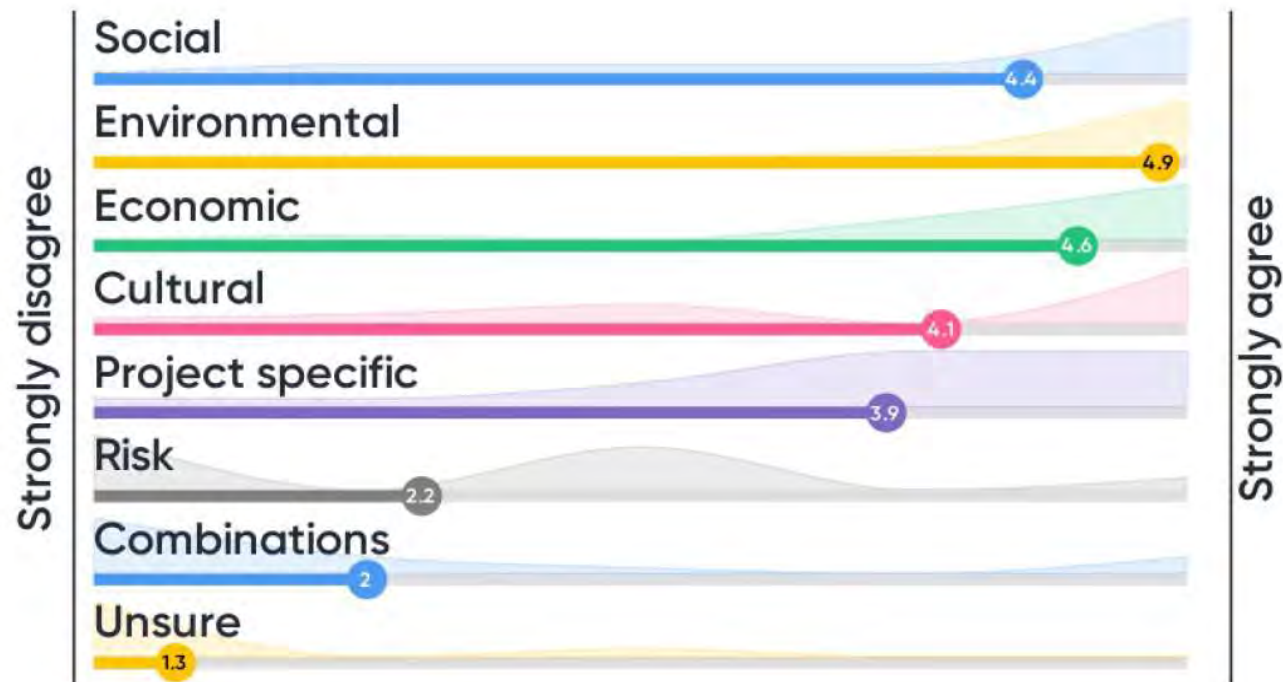
MCA for Stages C and D



6. Categories and criteria

I believe the following should be included as categories:

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19

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Criteria – Overview (14 criteria)

**Southern
connected
Basin scale**



**Local/
regional
scale**

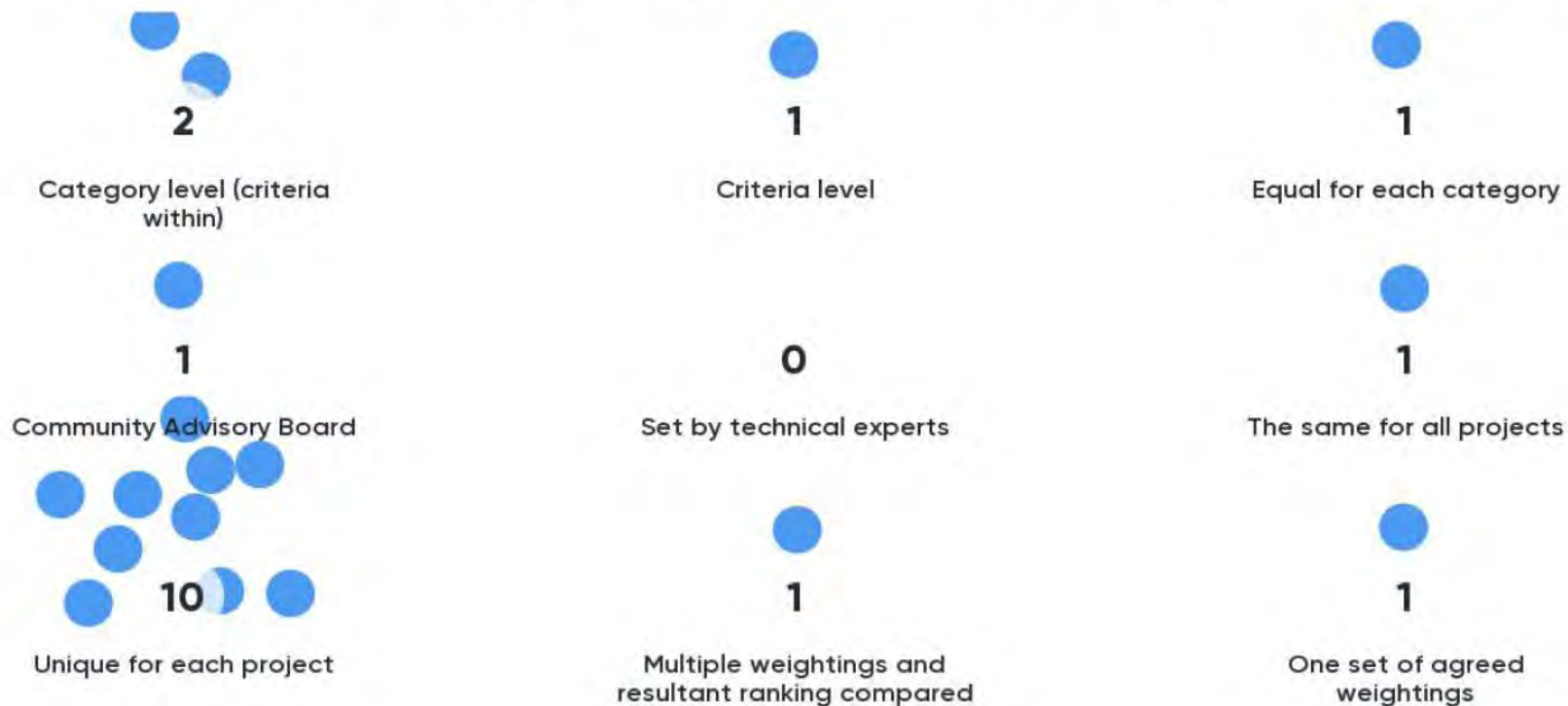
CATEGORY	CRITERIA	
Project objectives	PO.1	Best estimate of the volume of water savings
	PO.2	Value for money for the Basin Plan partner governments
	PO.3	Deliverability
Social	Soc.1	Recreational values
	Soc.2	Community wellbeing
Cultural	Cul.1	Heritage significance
	Cul.2	Cultural opportunities
	Cul.3	Traditional connection to country
Environmental	Env.1	River flows and connectivity
	Env.2	Vegetation
	Env.3	Waterbirds
	Env.4	Fish
Economic	Eco.1	Economic value of production
	Eco.2	Contribution to Gross Regional Product from the project construction

+ additional recommended project level criteria

6. Weightings

How should the weighting be determined?

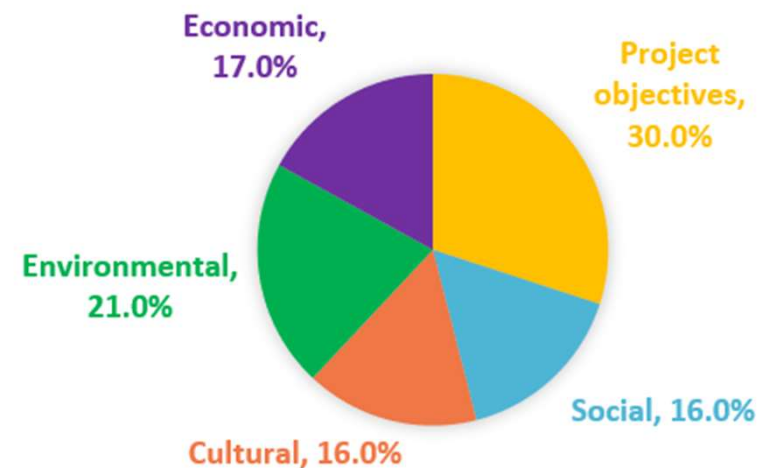
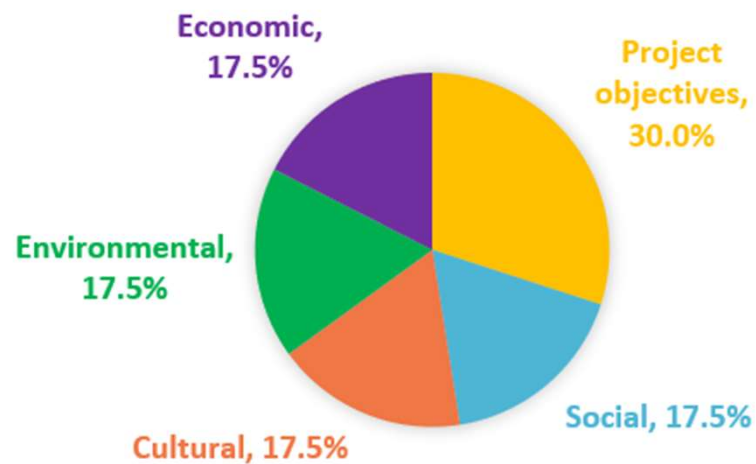
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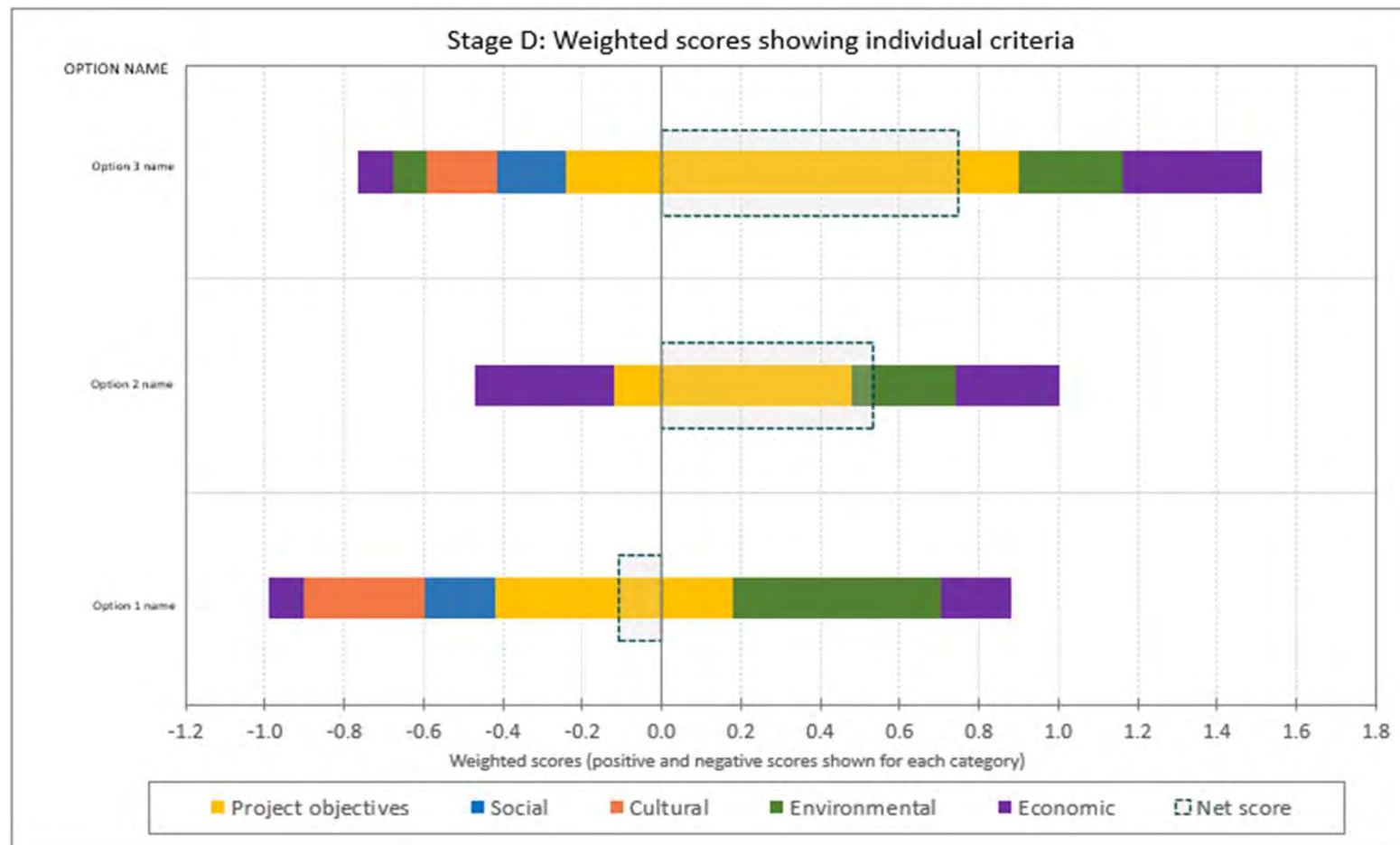
Summary of flexibility provisions

- Project objectives category is fixed at 30% – with no additions
- Other categories have some flexibility in weightings to consider stakeholder differences but still ensure balanced considerations of social, environmental, economic and cultural (14-21%)
- Up to two optional additional criteria can be added to reflect a local value that is not considered elsewhere in the framework
- Sensitivity testing recommended to test the impact of weightings for each project



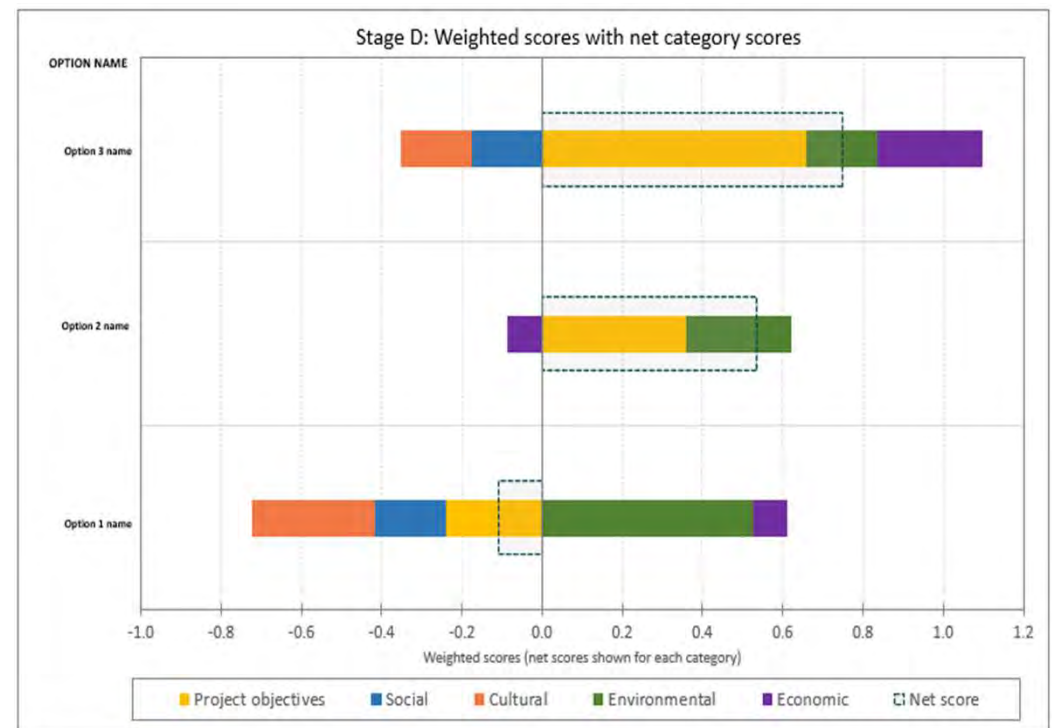
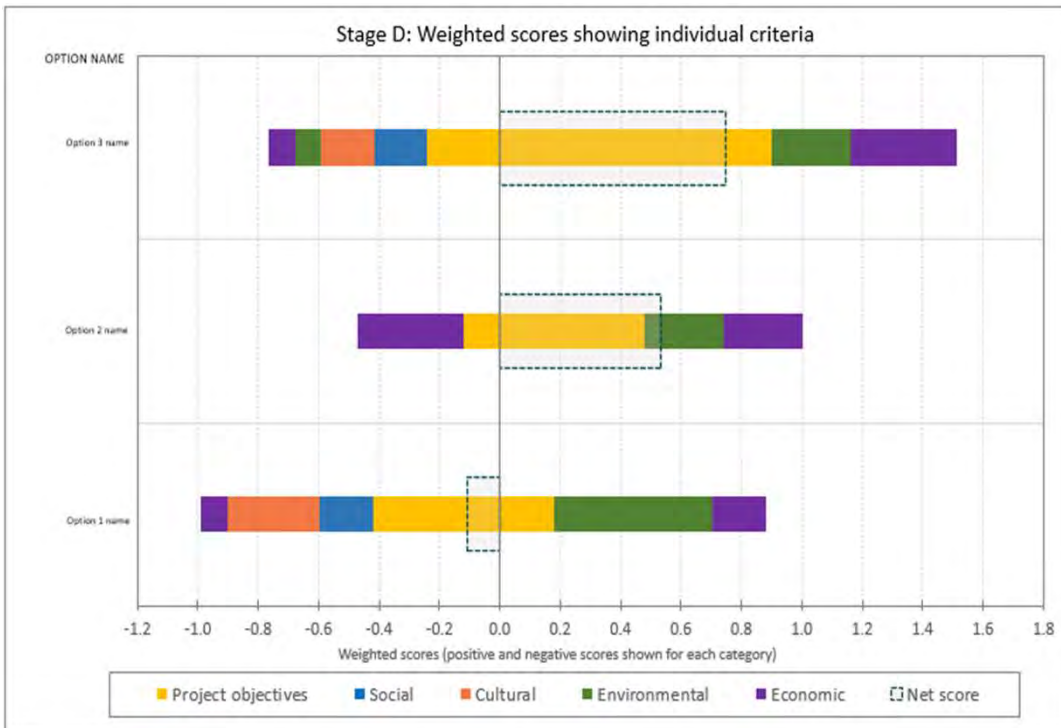
7. Spreadsheet tool

- Support implementation of the framework
- Provide consistency across projects
- Single location to document evidence and assessments as part of decision-making process



7. Spreadsheet tool

- Support implementation of the framework
- Provide consistency across projects
- Single location to document evidence and assessments as part of decision-making process



8. Risks and opportunities

Risks and potential critique

- Inevitable subjectivity
- Variable quality of input data and qualitative information
- Ability to bias the outcome (subconsciously or consciously 'gaming') – sensitivity testing key
- Apart from certain best practice guidance, scoring system or scales could be defined in a range of ways other than what has been provided in this framework

Opportunities and mitigation

- Any decision framework/approach has inherent bias, the value of this framework is enabling a transparent, inclusive and consistent process supporting decisions
- Iterative nature allowing the inclusion of new information
- The final options will require a Cost-Benefit Analysis as part of the Business Case and INSW Gateway processes, which will provide an additional line of evidence
- The inclusive nature of the development of the framework (stakeholders, experts and agencies) should enable productive implementation

Thank you and any questions?



An aerial photograph of a river delta, likely the Amazon, showing a complex network of waterways and land. The image is colorized with vibrant greens, yellows, and blues, highlighting the intricate patterns of the landscape. The text 'Thank you' is overlaid in the top left corner.

Thank you

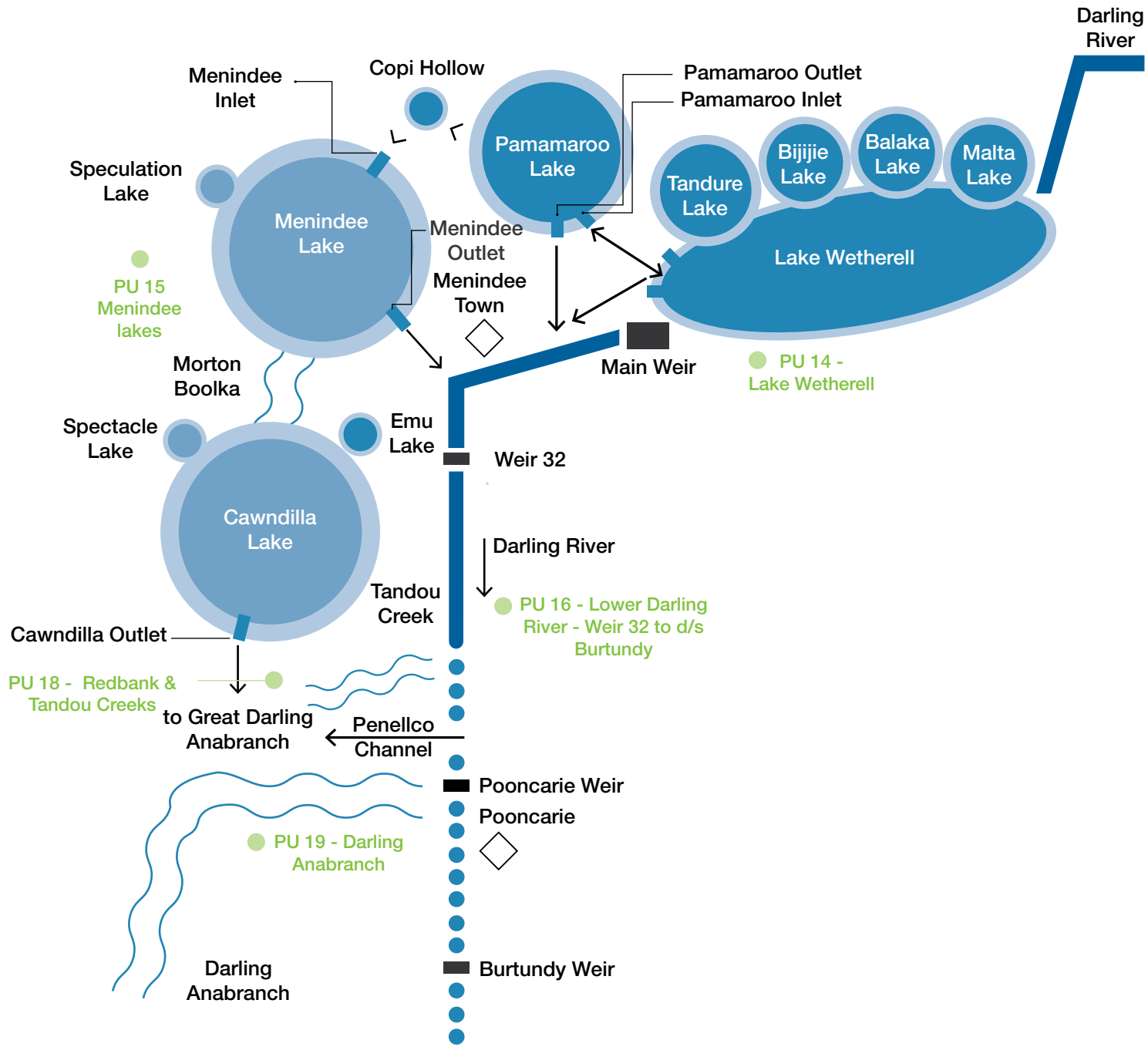
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We are passionate about the protection and restoration of waterways, catchments and water resources. We strive to make a positive difference to the world we live in.

alluvium

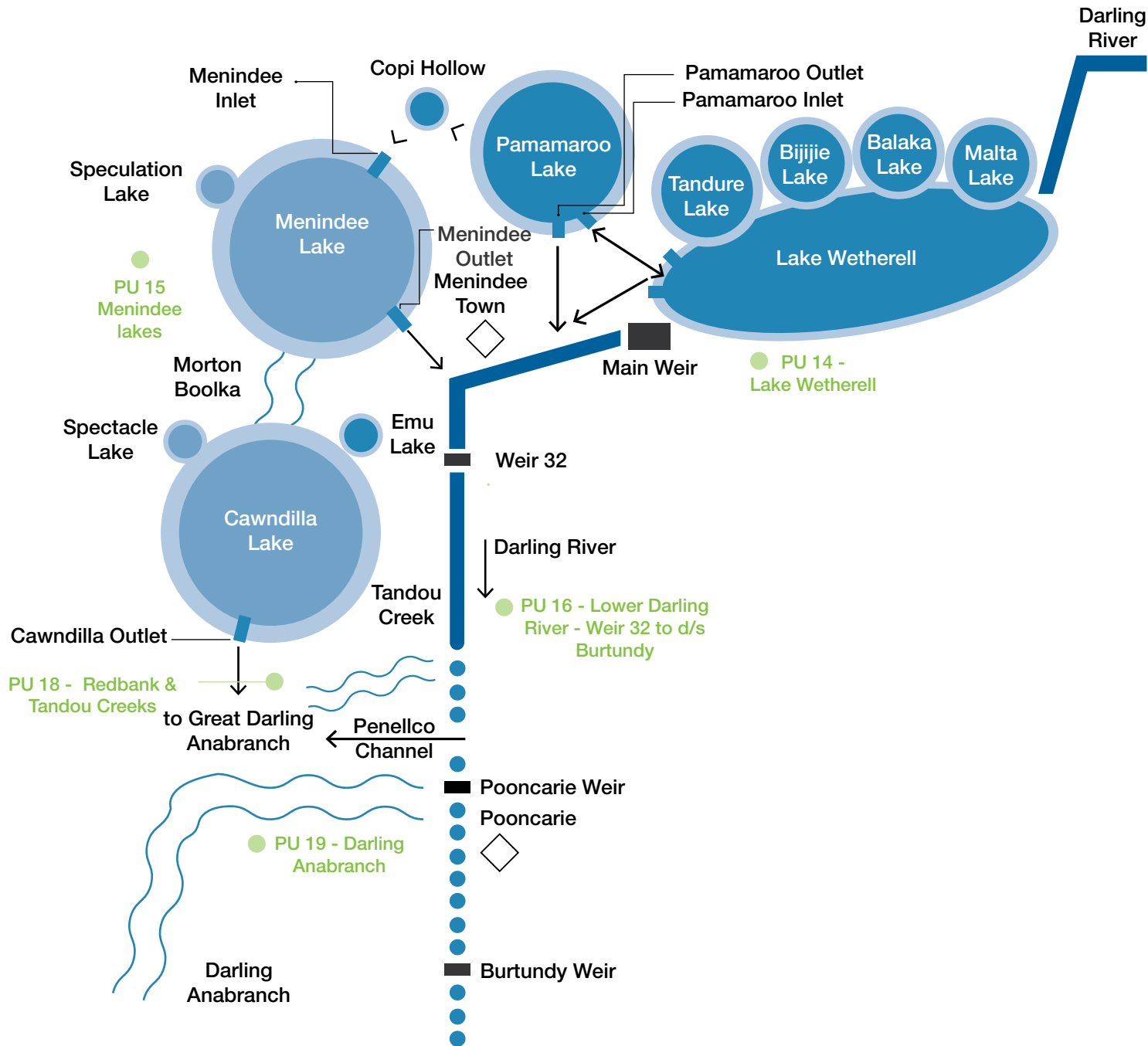
Scheme A: No new infrastructure, modify operations to improve environmental outcomes (not operate the Lakes as a water storage)

The purpose of this scheme is to test the impact of retaining existing structures and maximise Environmental Water Requirements (EWR) outcomes for all five Planning Units through changes to operating rules.



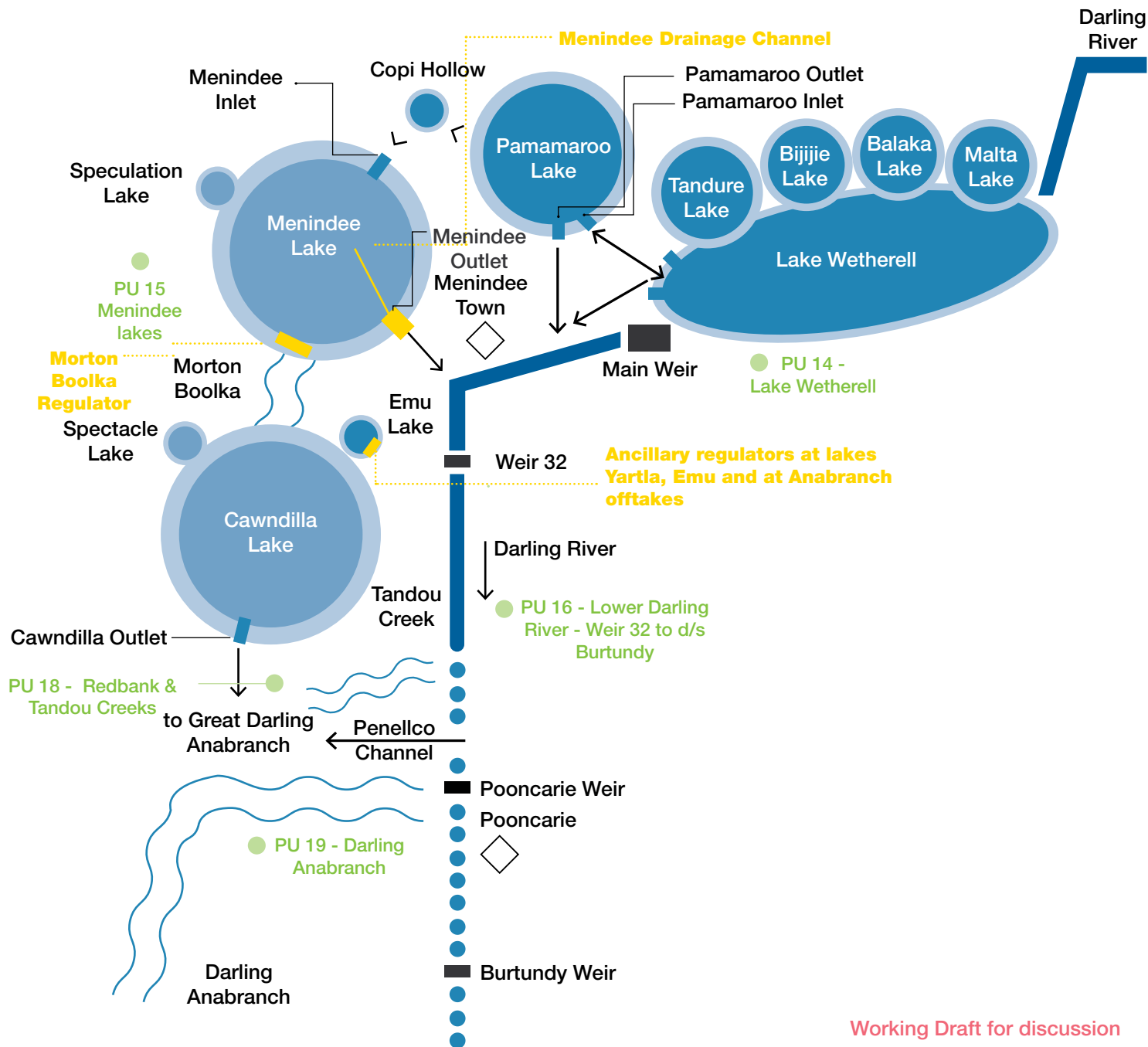
Scheme B: No new infrastructure, modify operations to focus on SAG objectives

The purpose of this scheme is to test if it is possible to retain existing structures and increase drought reserve in the upper lakes to 3 summers and maintain a set minimum flow of 150ML/day (and no cease to flow events) in the lower Darling River.



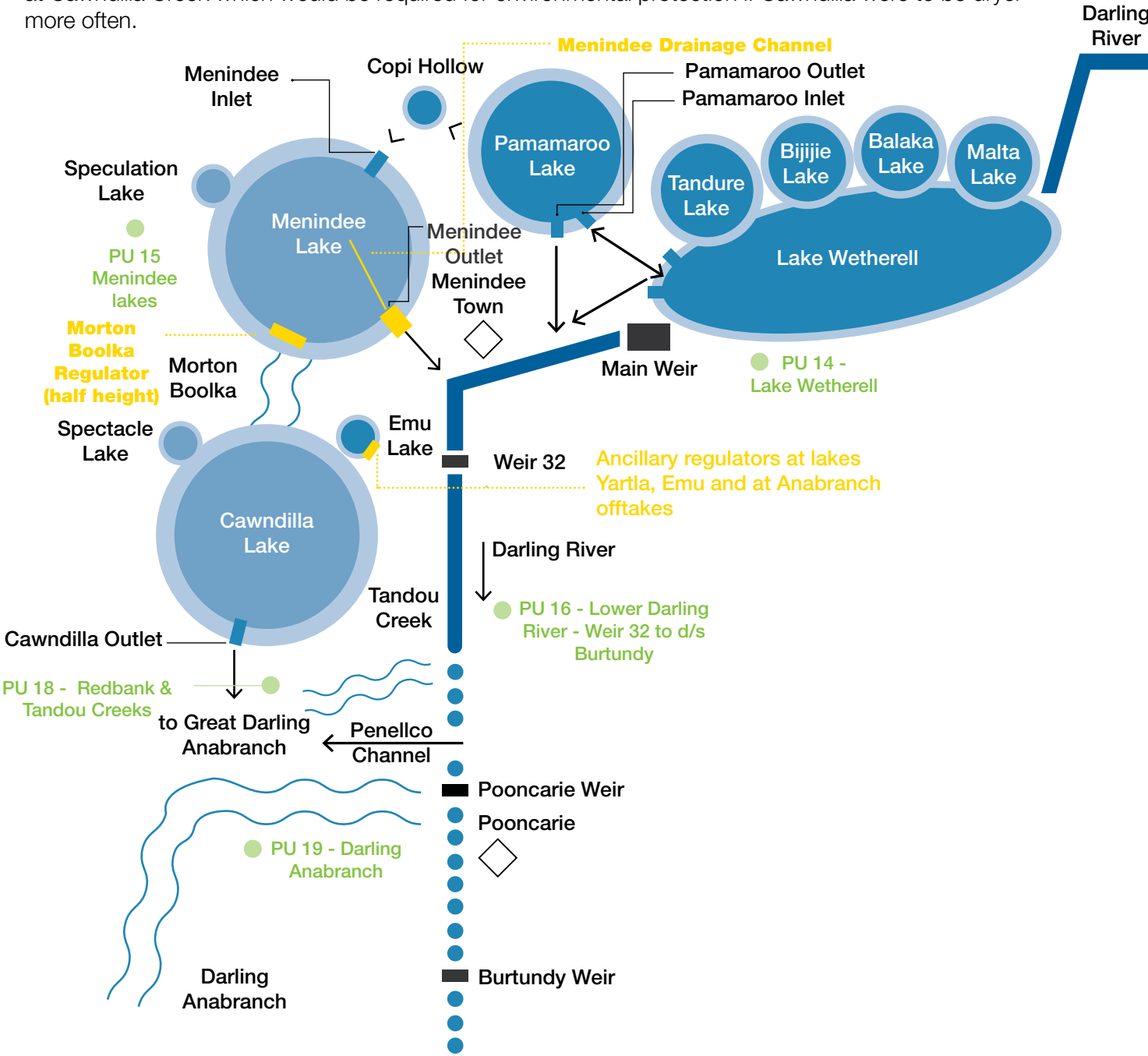
Scheme C: SDLAM605 infrastructure with operational modification to focus on SAG objectives

The purpose of this scheme is to test the impact on the project objectives of using the proposed SDLAM605 structures and modify the proposed operating rules to increase the drought reserve to three summers in order to maintain a set minimum flow (no cease to flow events) in the lower Darling River at 150ML/day.



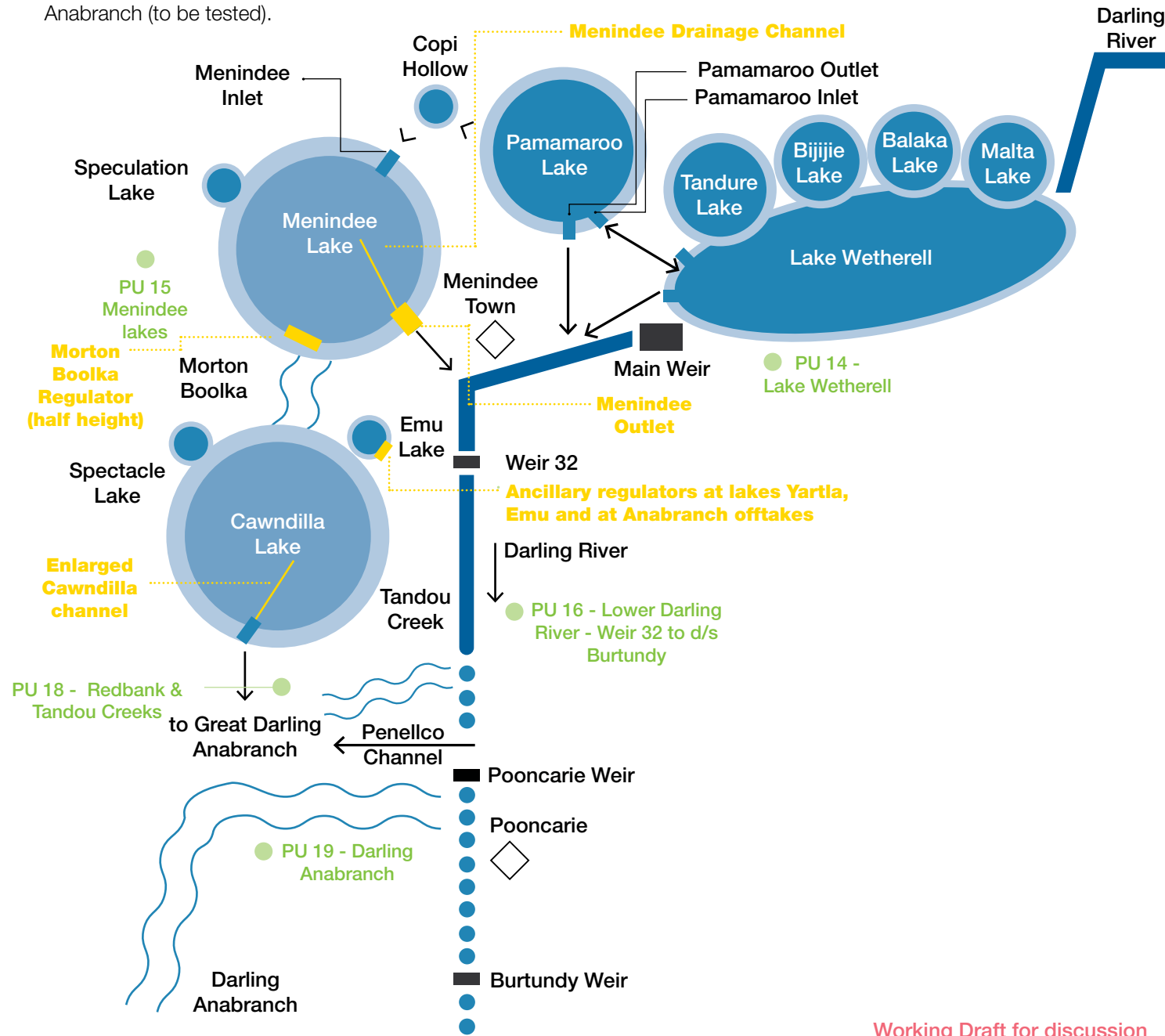
Scheme D SDLAM605 infrastructure with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome

The purpose of this scheme is to test the impact on the project objectives of modifying the proposed operations of the lakes using the SDLAM605 structures to allow better EWR outcomes for Lake Cawndilla as well as downstream and Anabranh EWRs. This may also remove the need for ancillary infrastructure at Cawndilla Creek which would be required for environmental protection if Cawndilla were to be dryer more often.



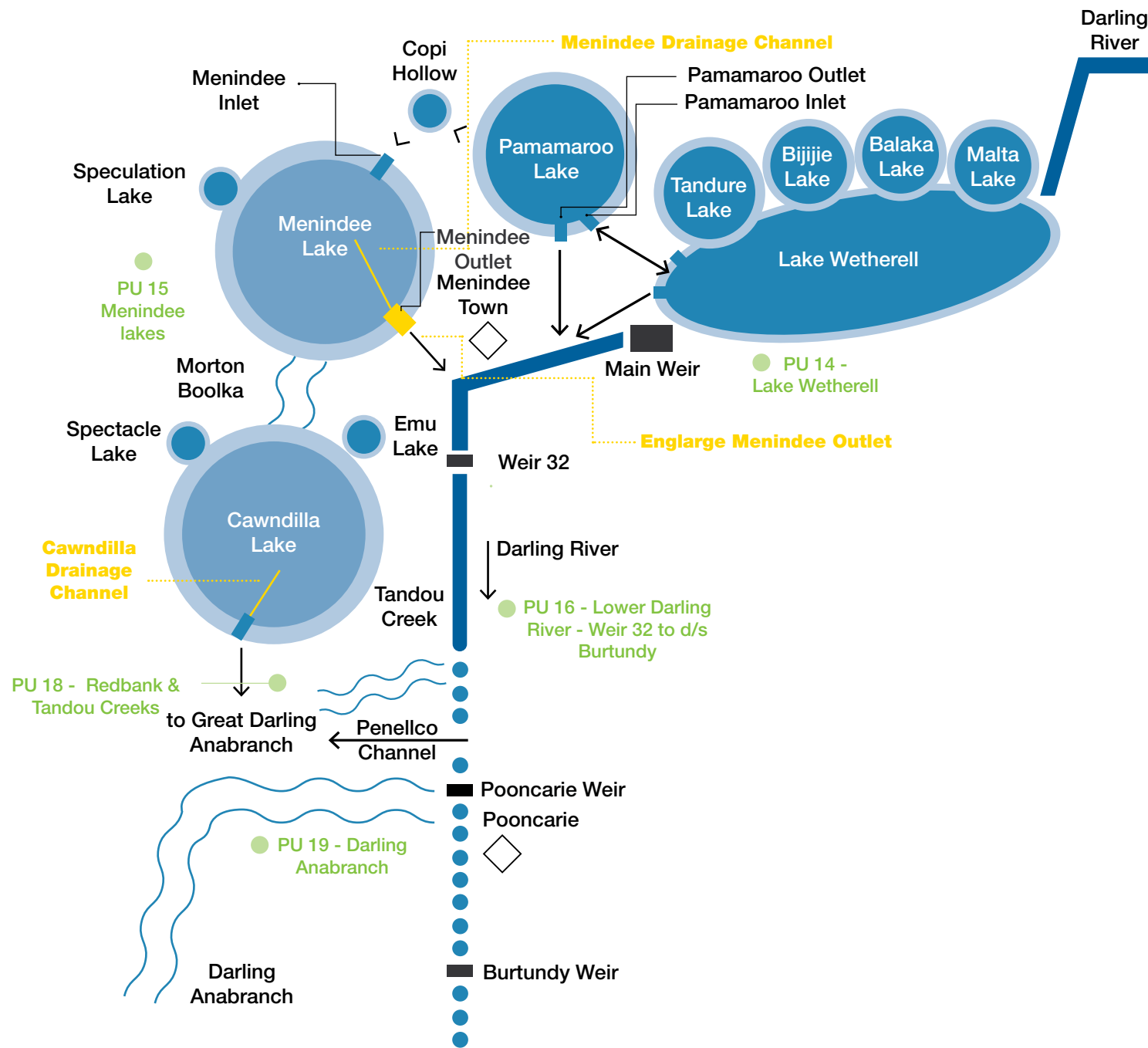
Scheme E: Modified SDLAM infrastructure scheme with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome using a low level Morton-Boolka regulator

The purpose of this scheme is to test the impact on the project objectives of modifying SDLAM605 structures and the proposed operating rules to reduce the footprint of the proposed Morton Boolka regulator. A half-height regulator at Morton Boolka (within Menindee Lake at 57.5m RL 1.5m high) would provide 200GL of storage volume and reduce the level of physical impact at this site confining works to within the lake and below FSL. A low-level regulator at this site may not support the need for an enlarged Menindee outlet particularly if water is able to be transferred to the Murray via the Anabranh (to be tested).



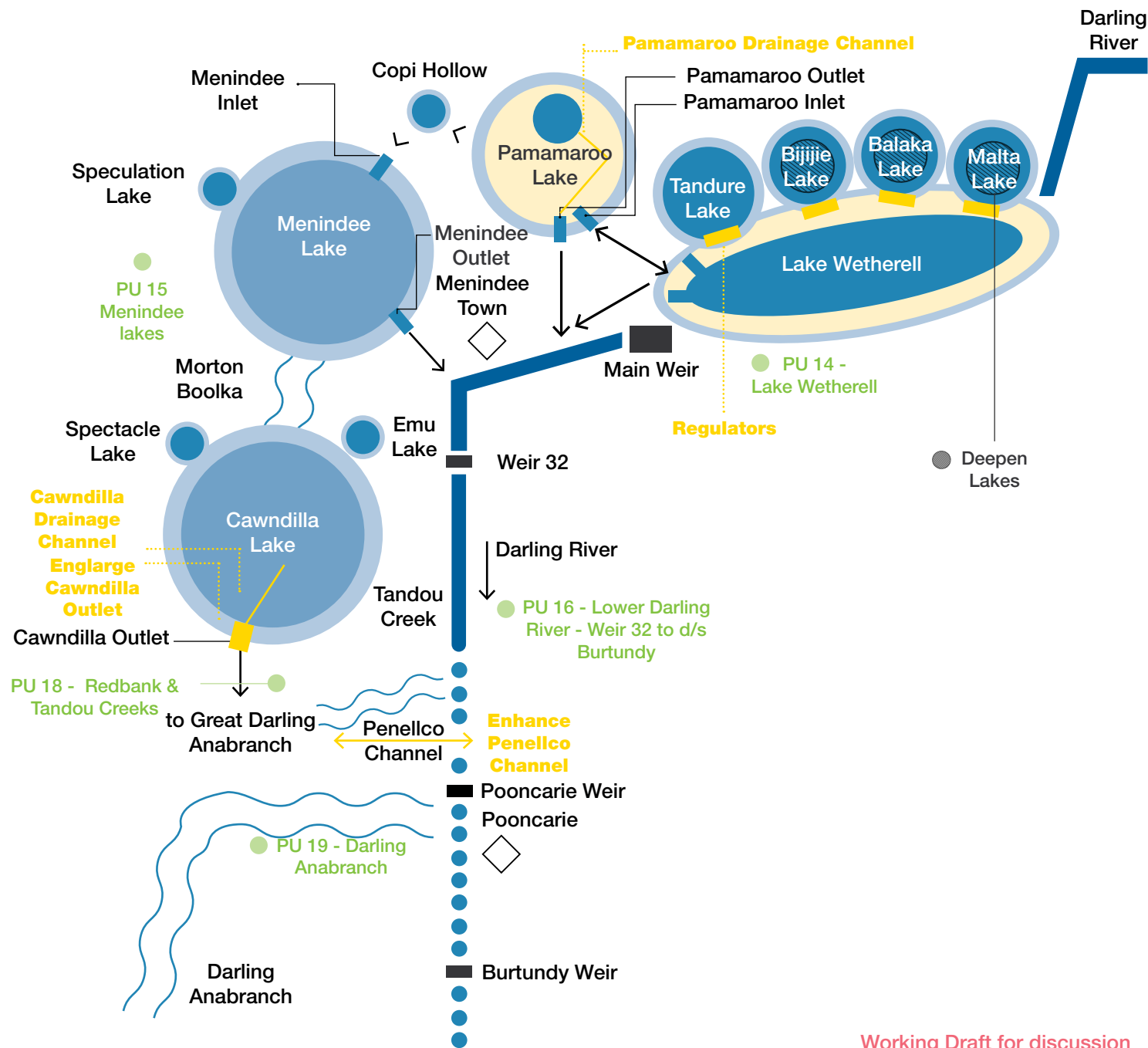
Scheme F: Alternate scheme - EES proposal to improve environmental outcomes.

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to focus on environmental outcomes for the lakes, river and the anabranch including improved drought reserve of 2.5-3 years to maintain base flows. This scheme does not include a regulator at Morton-Boolka



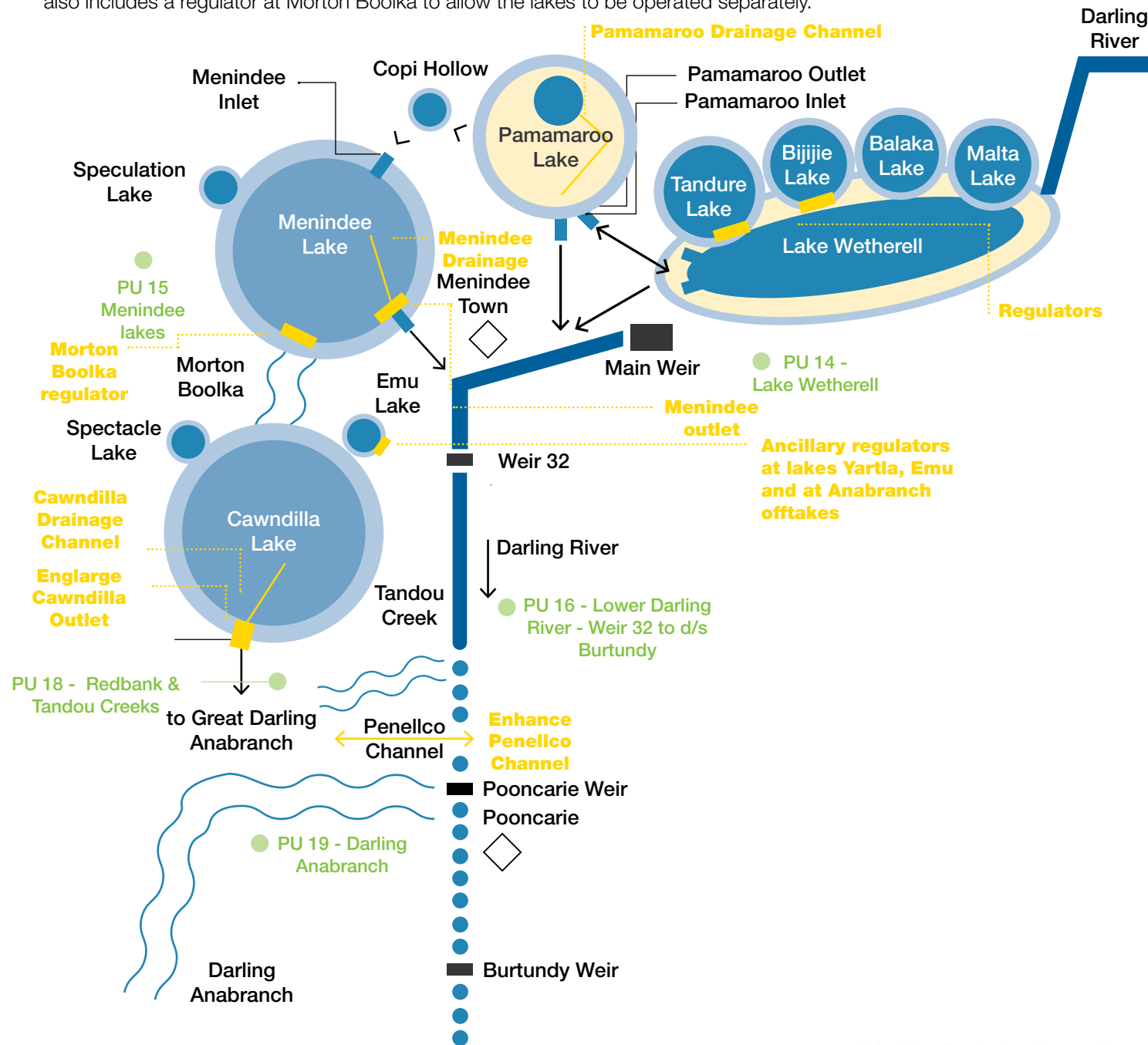
Scheme G: Alternate scheme – Menindee Lakes Water Users Group proposal to increase upstream storage capacity for drought reserve and utilise Penellco to discharge to the Darling River from Lake Cawndilla

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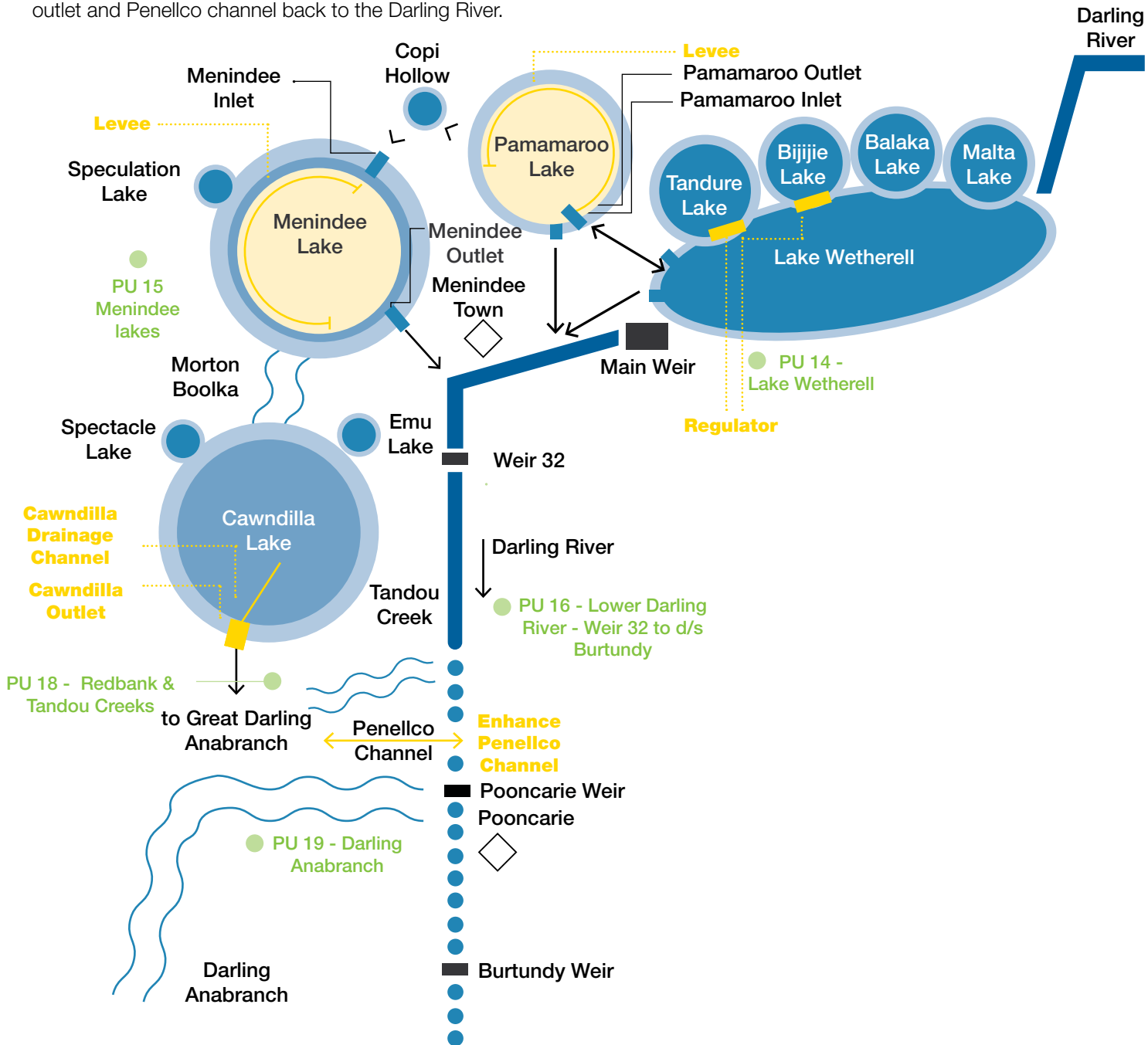
Scheme H: Alternate scheme to increase upstream storage capacity for drought reserve, separate Menindee and Cawndilla and utilise Penellco to discharge to the Darling River from Lake Cawndilla

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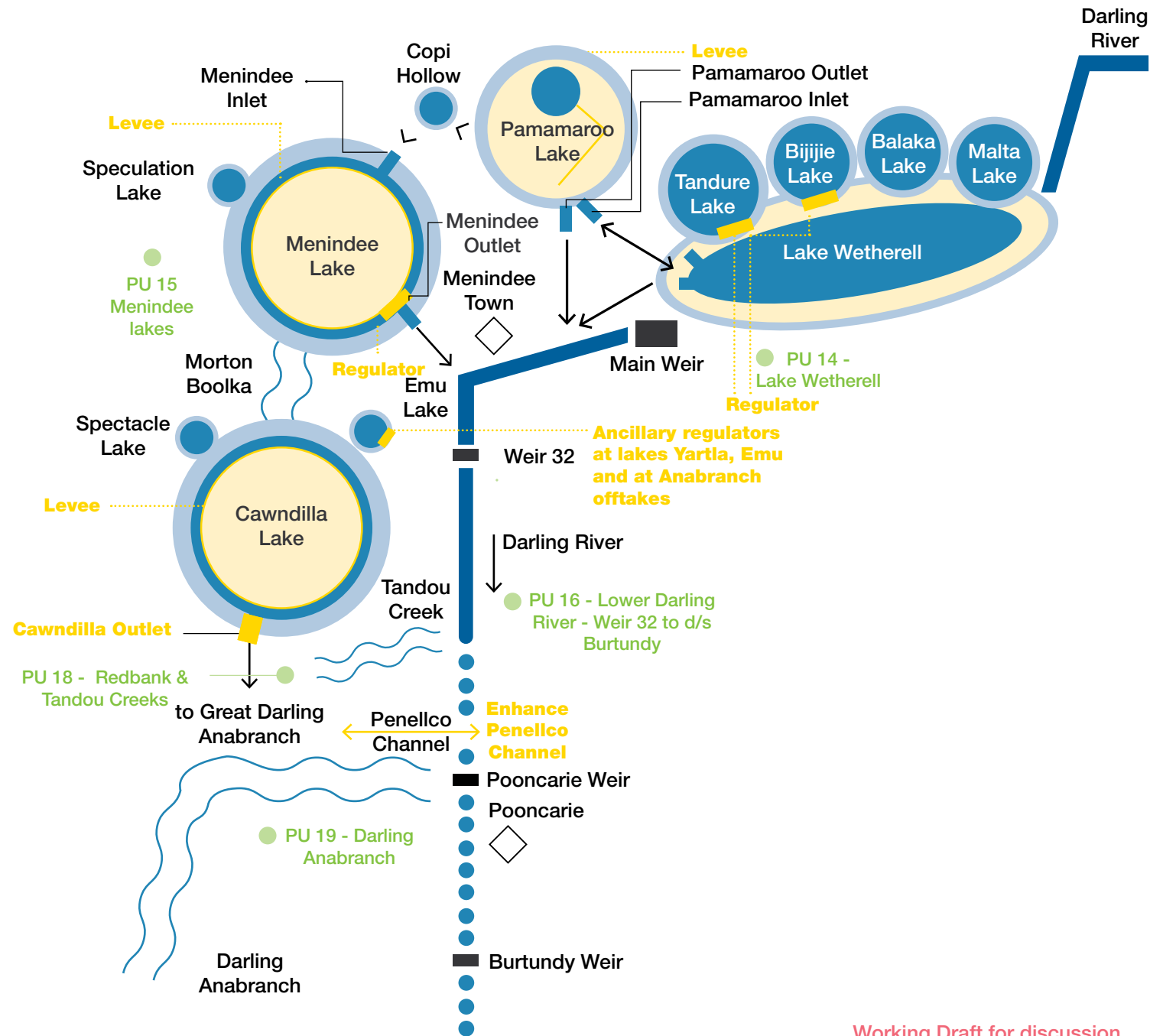
Scheme I: Alternate Scheme to minimise Pamamaroo and Menindee storage area and utilise Pennellco to discharge back to the Darling River

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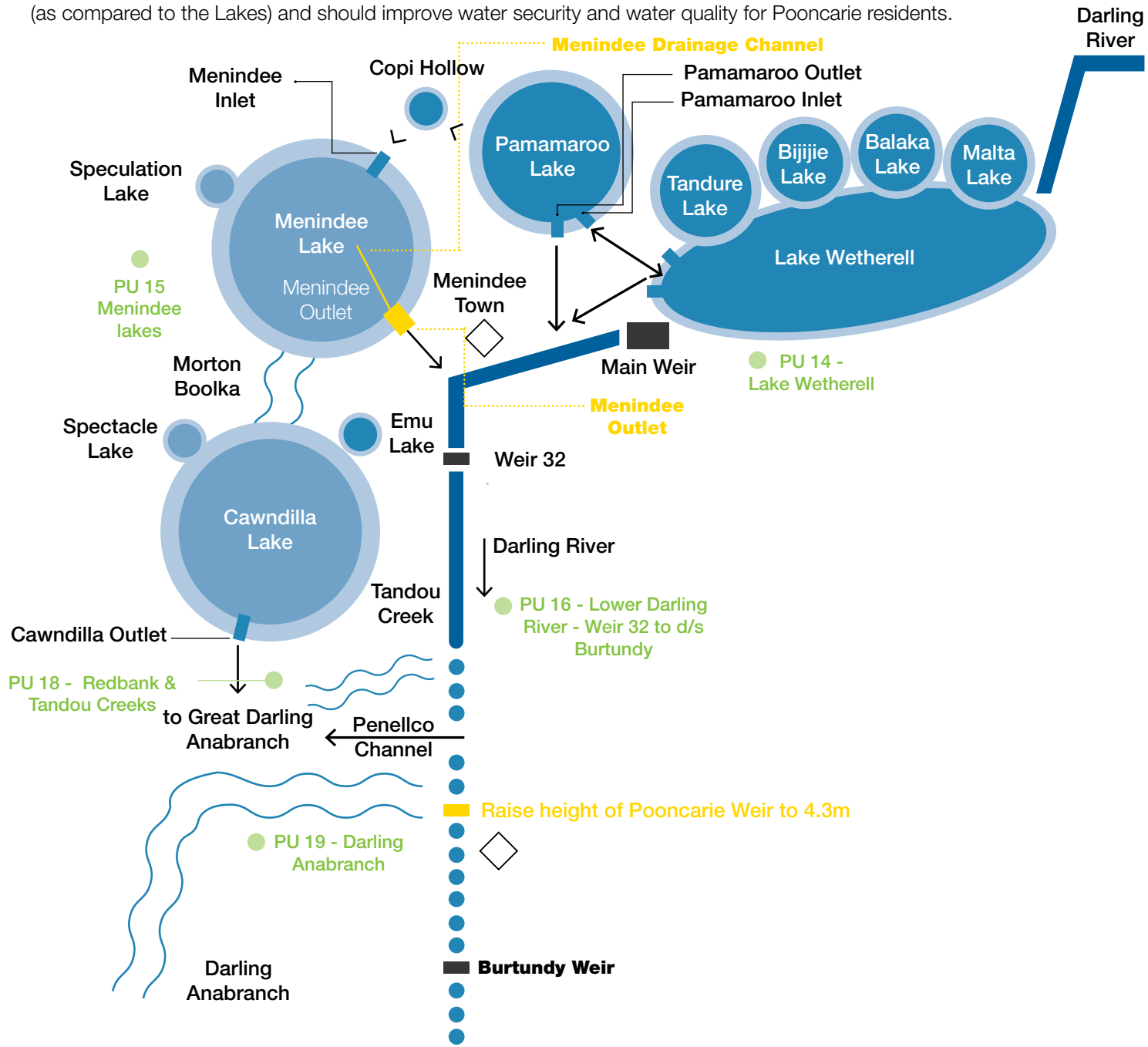
Scheme J: Alternate Scheme to maximise upstream storage, minimise Menindee and Cawndilla storage area and utilise Pennellco to discharge back to the Darling River.

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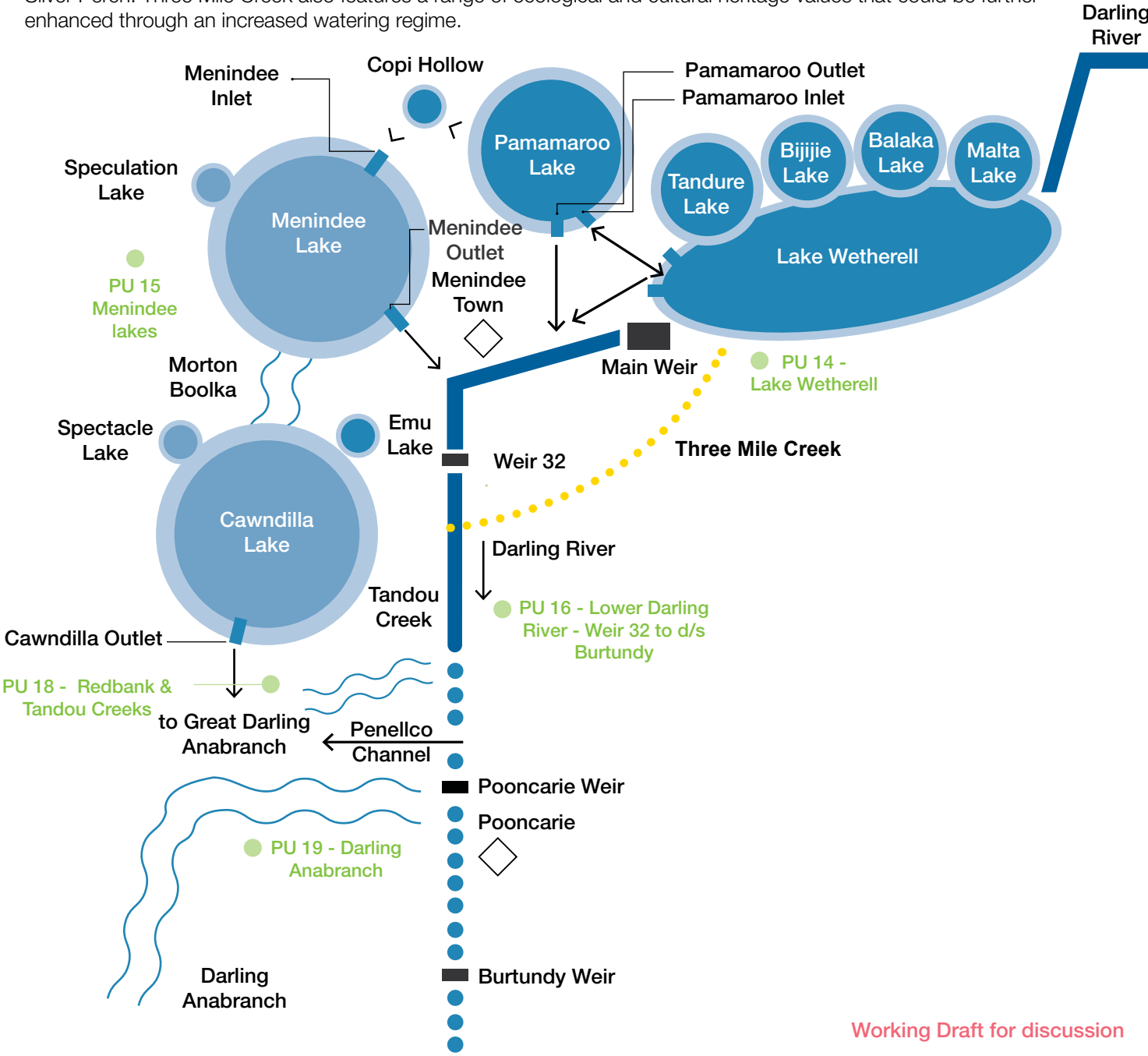
Scheme K: Alternate Scheme to increase storage in the Darling River channel and reduce reliance on storing water in the lakes

The purpose of this scheme is to test the impact on the project objectives of increasing the height of Pooncarie Weir from 0.8m to 4.3m (an increase of 3.5m). This will increase the storage capacity of the main channel at this location (extending the weir pool from 9 km to 44 km) and potentially reducing the reliance on water stored in Menindee Lakes (storage volume to be determined). The main channel will improve storage efficiency by reducing evaporation (as compared to the Lakes) and should improve water security and water quality for Pooncarie residents.



Scheme L: Alternate Scheme to incorporate Three-Mile Creek as potential fast flowing fish habitat and improve ecological outcomes

Three Mile Creek is an ephemeral creek system with an off-take from Lake Wetherell upstream of the Main Weir which reconnects with the main channel of the Darling River downstream of Weir 32. There is an opportunity to provide water to Three Mile Creek during normal operation of Wetherell through some targeted sill lowering, creating approximately 40km of fast flowing habitat. Fast flowing habitat (>0.3m/s) is under-represented within the southern connected Basin and is a preferred habitat type for large bodied native fish such as Murray Cod, Golden Perch and Silver Perch. Three Mile Creek also features a range of ecological and cultural heritage values that could be further enhanced through an increased watering regime.





Possible structural works considered for Menindee Lakes Scheme Options

Structural works	New Scheme options											
	A	B	C	D	E	F	G	H	I	J	K	L
Enlarged Menindee outlet up to 14,000ML/day												
Menindee drainage channel to bypass Menindee Ck and access residual pool												
Morton-Boolka regulator (full height above FSL)												
Morton-Boolka regulator (half height 57.5m)												
Increased capacity Cawndilla drainage channel												
Enlarged Cawndilla outlet (2,000ML/day)												
Deepen Lakes Malta, Balaka and Bijjijie (+ regulators)												
Lake Tandure regulator												
Lake Bijjijie regulator												
Enhance Penellco Channel (larger, reverse grade, 2 regulators)												
Pamamaroo drainage channel to bypass internal Ck and access residual pool												
Ancillary infrastructure (ecological offset) at Cawndilla Creek (regulator)												
Ancillary infrastructure (main channel capacity) at Yartla and Anabranh offtakes												
Internal levee around northern and western edge of Pamamaroo and Menindee												
Levee around entire internal perimeter of Menindee and Cawndilla												
Raise height of Pooncarie Weir												
Use 3-mile creek as fast flowing fish habitat												

Note that the use of new fishway structures would be an important component in any scheme

Legend:	No new works	SDLAM605 works	Modified SDLAM605 works	Alternative combinations
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Overview of potential scheme options to be considered for further assessment

Scheme A – No new infrastructure, modify operations to improve environmental outcomes (not operate the Lakes as a water storage)

The purpose of this scheme is to test if it is possible to retain existing structures and maximise Environmental Water Requirements (EWR) outcomes for all five Planning Units through changes to operating rules

Structure Options

- No change from current scheme

Operational Options

- Maintain Order of Lake filling and draw down
- Operate the Lakes to maximise EWR's in the Lakes, Lower Darling and Anabranch
- Modify MDBA 640/480 rule if required to achieve the above
- Use Cawndilla to target Anabranch EWRs
- Water entering the Murray via the Anabranch will need to be accounted for and made available for downstream use

EWR benefit/risk relative to SDLM605 scenario

- Likely improvement in EWR outcomes compared to benchmark and current system

Evaporative water savings relative to SDLM605 scenario

- Substantial reduction in evaporative water savings from SDLM 605 benchmark due to increase in storage duration and no separation of Menindee and Cawndilla

Capital Cost movement relative to SDLM605 scenario

- Substantial reduction in capital cost requirements
- Potential additional operational cost as no improvement in operational efficiency of the lakes

Scheme B – No new infrastructure, modify operations to focus on SAG objectives as tabled in February 2020

The purpose of this scheme is to test if it is possible to retain existing structures and increase the drought reserve to 3 summers and maintain a minimum flow of 150ML/day (and no cease to flow events) in the lower Darling River

Structure Options

- No change from current scheme

Operational Options

- Maintain order of Lake filling and draw down
- Operate lakes to ensure a three summer drought reserve, preferably in the top lakes in order to maintain base flows in the lower Darling River at a minimum of 150ML/day at Burtundy Weir with no cease-to-flow events
- Modify MDBA 640/480 rule to achieve the above

EWR benefit/risk relative to SDLM605 scenario

- Unlikely to be a change to Menindee and Cawndilla EWR outcomes
- Likely improvement in Lower Darling low flow EWR outcomes however uncertain impact on medium and high flows due to need to retain additional water in the lakes

Evaporative water savings relative to SDLM605 scenario

- Substantial reduction in predicted evaporative water savings from SDLM 605 scenario due to increase in storage duration for drought reserve and no separation of Menindee and Cawndilla

Capital Cost movement relative to SDLM605 scenario

- No substantial change

Scheme C – SDLAM605 infrastructure scheme with operational modification to focus on SAG objectives as tabled in February 2020

The purpose of this scheme is to test the impact on the project objectives of using the proposed SDLAM605 proposed structures and modifying the proposed operating rules to increase the drought reserve to three summers in order to maintain a set minimum flow (no cease to flow events) in the lower Darling River at 150ML/day

Structure Options

- Menindee Outlet up to 14,000 ML/d
 - Ancillary infrastructure (regulators + other works) required to contain flows in main channel particularly at Yartla Lake and at Anabranche offtake
- Menindee drainage channel for access to residual pool
- Morton-Boolka regulator
 - Potential need for ancillary infrastructure at Cawndilla Creek for environmental protection depending on operating rules for filling Cawndilla

Operational Options

- Maintain Order of Lake filling and draw down
- Modify SDLAM605 80:80 rule to create a three summer drought reserve in order to maintain base flows in the lower Darling River at a minimum of 150ML/day at Burtundy Weir with no Cease-to-flow events

EWR benefit/risk relative to SDLM605 scenario

- Likely improvement in Lower Darling low flow EWR outcomes however uncertain impact on medium and high flows due to need to retain additional water in the lakes

Evaporative water savings relative to SDLM605 scenario

- Likely substantial reduction in predicted evaporative water savings from SDLAM 605 scenario due to increase in storage duration for drought reserve

Capital Cost movement relative to SDLM605 scenario

- No substantial change

Scheme D –SDLAM605 infrastructure scheme with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome

The purpose of this scheme is to test the impact on the project objectives of modifying the proposed operations of the lakes using the SDLAM605 structures to allow better EWR outcomes for Lake Cawndilla as well as downstream and Anabranh EWRs. This may also remove the need for ancillary infrastructure at Cawndilla Creek which would be required for environmental protection if Cawndilla were to be dryer more often

Structure Options

- Menindee Outlet up to 14,000 ML/d
 - Ancillary infrastructure (regulators + other works) required to contain flows in main channel particularly at Yartla Lake and at Anabranh offtake
- Menindee drainage channel for access to residual pool
- Morton-Boolka regulator

Operational Options

- Maintain Order of Lake filling and draw down
- Modify SDLAM605 80:80 rule to improve Cawndilla low and medium fills and downstream EWR
- Use Anabranh for MDBA conveyance of water to Murray (accounting for water entering the Murray via the anabranh)

EWR benefit/risk relative to SDLM605 scenario

- Likely improvement in Cawndilla low and medium level EWR attainment when compared to both the SDLAM 605 and benchmark scenario
- Potential for improved downstream and Anabranh EWR attainment. However potential impact on Lower Darling downstream EWR from increased filling of Cawndilla

Evaporative water savings relative to SDLM605 scenario

- Increasing flows to L Cawndilla will reduce SDLAM 605 scenario predicted evaporative water savings as surface area and duration will increase

Capital Cost movement relative to SDLM605 scenario

- No substantial change

Scheme E – Modified SDLAM infrastructure scheme with operational modification to improve Cawndilla low and medium fill and Anabranh EWR outcome using a low level Morton-Boolka regulator

The purpose of this scheme is to test the impact on the project objectives of modifying SDLAM605 structures and the proposed operating rules to reduce the footprint of the proposed Morton Boolka regulator. A half-height regulator at Morton Boolka (within Menindee Lake at 57.5m RL 1.5m high) would provide 200GL of storage volume and reduce the level of physical impact at this site confining works to within the lake and below FSL. A low-level regulator at this site may not support the need for an enlarged Menindee outlet particularly if water is able to be transferred to the Murray via the Anabranh (to be tested)

Structure Options

- Enlarged Menindee Outlet (14,000 ML/d)
 - Ancillary infrastructure (regulators + other works) required to contain flows in main channel particularly at Yartla Lake and at Anabranh offtake, if outlet capacity is above 9,000 ML/d
- Menindee drainage channel for access to residual pool
- Low level Morton-Boolka regulator (1.5m high) (note substantially less footprint than full height regulator)
- Enlarged Cawndilla drainage channel

Operational Options

- Maintain order of Lake filling and draw down
- Minimise filling of Menindee and Cawndilla through operational control at new level (RL 57.5m) unless major flood event or EWR requirement
- Modify SDLAM605 80:80 rule to achieve improved Lake and downstream EWR outcome
- Use Cawndilla outlet for Anabranh EWR attainment and for MDBA conveyance of water to Murray (accounting for water entering the Murray via the anabranh)

EWR benefit/risk relative to SDLM605 scenario

- Potential improvement in EWR attainment lake low and medium fill, downstream and anabranh when compared to the SDLAM 605 scenario
- Potential reduction in EWR attainment for lake high fill EWR

Evaporative water savings relative to SDLM605 scenario

- Uncertain. A decrease in use of Lake Menindee at high water levels may minimise evaporation, however an increased use of Cawndilla will lead to an increase in evaporation

Capital Cost movement relative to SDLM605 scenario

- Likely Increase due to Cawndilla enlargement and channel but dependent on need for enlarged Menindee outlet and ancillary channel works

Scheme F – Alternate scheme - EES proposal to improve environmental outcomes

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to focus on environmental outcomes for the lakes, river and the anabranch including improved drought reserve of 2.5-3 years to maintain base flows. This scheme does not include a regulator at Morton-Boolka

Structure Options

- Enlarged Menindee Outlet (14,000 ML/d) (note: regulators on Yartla, Emu and anabranch offtake are not proposed)
- Menindee drainage channel for access to residual pool
- Enlarged Cawndilla channel

Operational Options

- Modify SDLAM605 80:80 rule to achieve three summer drought reserve to (2.5-3 years) to maintain low flow target at weir 32 in accordance with Appendix 3 of the water sharing plan
- Increase low / medium flows in Cawndilla and Menindee at EWR frequency and reduce high level fills
- Use Cawndilla outlet for Anabranch EWR attainment and for MDBA conveyance of water to Murray (accounting for water entering the Murray via the anabranch)

EWR benefit/risk relative to SDLM605 scenario

- Likely substantial improvement in EWR attainment for all Planning Units when compared to SDLM 605 benchmark

Evaporative water savings relative to SDLM605 scenario

- Likely substantial reduction in predicted evaporative water savings from SDLM 605 benchmark due to increase in storage duration for drought reserve and no separation of Menindee and Cawndilla

Capital Cost movement relative to SDLM605 scenario

- Potential reduction as scheme swaps Morton Boolka for works at Cawndilla but removes ancillary works in channel
- Will introduce additional operation constraint on MDBA with need to retain water in the upper lakes

Scheme G – Alternate scheme – Menindee Lakes Water Users Group proposal to increase upstream storage capacity for drought reserve and utilise Penellco to discharge to the Darling River from Lake Cawndilla

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to focus improving storage capacity in the upper lakes while allowing water in the lower lakes to be drained through the Cawndilla outlet and Penellco channel back to the Darling River

Structure Options

- Increase capacity of Lake Cawndilla drainage channel and outlet (2000 ML/d)
- Deepen Lakes Malta, Balaka and Bijijie. Regulators installed to allow filling during flooding and retain water
- Regulators at Lake Tandure to enable Tandure to remain full (create 80 GL storage) as Lake Wetherell recedes off floodplain
- Enhance Penellco Channel to enable flow from Lake Cawndilla to Darling River (larger channel, reverse grade and 2 regulator structures)
- Channel to interconnecting channel to Copi Hollow and Pamamaroo Creek Outlet to maximize amount of water that can be accessed

Operational Options (to be refined)

- Maintain order of Lake filling and draw down - keep both Lake Pamamaroo and Lake Wetherell as full as possible for as long as possible
- Modify MDBA agreement to remove inaccessible water from the drought reserve

EWR benefit/risk relative to SDLM605 scenario

- Potential benefits for Cawndilla and Anabranch EWR's depending on operating rules
- Benefits downstream EWR due to increase in drought reserve
- Likely impacts on Wetherell EWR

Evaporative water savings relative to SDLM605 scenario

- Likely reduction from SDLAM 605 scenario as Menindee and Cawndilla will still operate as single storage

Capital Cost movement relative to SDLM605 scenario

- Higher cost relative to the SDLAM 605 scenario due to substantial excavation works, Pamamaroo outlet, Cawndilla and Penellco channel

Scheme H – Alternate scheme to increase upstream storage capacity for drought reserve, separate Menindee and Cawndilla and utilise Penellco to discharge to the Darling River from Lake Cawndilla

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lake while allowing water in the lower lakes to be drained through the Cawndilla outlet and Penellco channel back to the Darling River. This proposal also includes a regulator at Morton Boolka to allow the lakes to be operated separately.

Structure Options

- Menindee Outlet to 14,000 ML/d to facilitate downstream transfers
 - Ancillary infrastructure (regulators + other works) required to contain flows in main channel particularly at Yartla Lake and at Anabranche offtake
- Menindee drainage channel to access residual pool
- Morton-Boolka regulator to separate lakes
 - Potential need for ancillary infrastructure at Cawndilla Creek for environmental protection depending on operating rules for filling Cawndilla
- Lake Cawndilla outlet to 2000 ML/d and improved drainage channel
- Regulators at Tandure and Bijijie to enable water to be retained once Wetherell floodplain is drained
- Enhance Penellco Channel to enable flow from Lake Cawndilla to Darling River (larger channel, reverse grade and 2 regulator structures)

Operational Options (to be refined)

- Keep both Lake Pamamaroo and Lake Wetherell as full as possible for as long as possible
- Modify MDBA agreement to remove inaccessible water from the drought reserve

EWR benefit/risk relative to SDLM605 scenario

- Potential benefits for lower lakes and Anabranche EWR depending on operating rules
- Impacts Wetherell EWR

Evaporative water savings relative to SDLM605 scenario

- Potential reduction against SDLM 605 scenario due to retention of water in the smaller upper lakes

Capital Cost movement relative to SDLM605 scenario

- Substantially higher cost relative to the SDLM 605 scenario due to additional works at Tandure, Bijijie, Cawndilla and Penellco channel

Scheme I – Alternate Scheme to minimise Pamamaroo and Menindee storage area and utilise Pennellco to discharge back to the Darling River

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lakes, restrict the use of lakes Pamamaroo and Menindee through construction of an internal perimeter levee from the inlet to the outlet in each lake (thereby reducing surface area and evaporation). Cawndilla would be drained through an enlarged Cawndilla outlet and Penellco channel back to the Darling River.

Structure Options

- Regulators at Tandure and Bijijie to enable water to be retained once Wetherell floodplain is drained
- Perimeter levee around northern and western edge of lakes Pamamaroo and Menindee to divert water from the respective inlets and outlets direct to Cawndilla
- Lake Cawndilla outlet to 2000 ML/d and improved drainage channel
- Enhance Penellco Channel to enable flow from Lake Cawndilla to Darling River (larger channel, reverse grade and 2 regulator structures)

Operational Options(to be refined)

- Keep Lake Wetherell as full as possible for as long as possible
- Modify MDBA agreement to remove inaccessible water from the drought reserve

EWR benefit/risk relative to SDLM605 scenario

- Potential benefits for Cawndilla, downstream and Anabranh EWR
- Impacts Wetherell EWR
- Impacts Menindee EWR

Evaporative water savings relative to SDLM605 scenario

- Likely increased evaporative water savings from SDLM 605 scenario through a substantial reduction in water storage surface area

Capital Cost movement relative to SDLM605 scenario

- Substantially higher cost relative to the SDLM 605 scenario due to substantial earthworks required for the levees and additional works at Tandure, Bijijie, Cawndilla and Penellco channel

Scheme J – Alternate Scheme to maximise upstream storage, minimise Menindee and Cawndilla storage area and utilise Penellco to discharge back to the Darling River

The purpose of this scheme is to test the impact on the project objectives of using new and upgraded infrastructure and modifying the proposed operating rules to improve storage capacity in the upper lakes, restrict the use of lakes Menindee and Cawndilla through construction of interior perimeter levees in each lake (thereby reducing surface area and evaporation). Cawndilla would be drained through an enlarged Cawndilla outlet and Penellco channel back to the Darling River.

Structure Options

- Menindee Outlet to 14,000 ML/d to facilitate downstream transfers
 - Ancillary infrastructure (regulators + other works) required to contain flows in main channel particularly at Yartla Lake and at Anabranh offtake
- Regulators at Tandure and Bijijie to retain water once Wetherell floodplain is drained
- Levee around entire interior perimeter of Menindee and Cawndilla to retain water on margins of lakes
- Lake Cawndilla outlet to 2000 ML/d and enhance drainage channel
- Enhance Penellco Channel to enable flow from Lake Cawndilla to Darling River (larger channel, reverse grade and 2 regulator structures)

Operational Options

- Keep Lake Wetherell as full as possible for as long as possible
- Modify MDBA agreement to remove inaccessible water from the drought reserve

EWR benefit/risk relative to SDLM605 scenario

- Potential benefits for downstream and Anabranh EWRs
- Impacts Wetherell EWR
- Impacts Menindee and Cawndilla EWR

Evaporative water savings relative to SDLM605 scenario

- Likely substantial increase in evaporative water savings from SDLM 605 scenario through a substantial reduction in water storage surface area

Capital Cost movement relative to SDLM605 scenario

- Substantially higher cost relative to the SDLM 605 scenario due to substantial earthworks required for the perimeter levees and additional works at Tandure, Bijijie, Cawndilla and Penellco channel

Scheme K – Alternate Scheme to increase storage in the Darling River channel and reduce reliance on storing water in the lakes

The purpose of this scheme is to test the impact on the project objectives of increasing the height of Pooncarie Weir from 0.8m to 4.3m (an increase of 3.5m). This will increase the storage capacity of the main channel at this location (extending the weir pool from 9 km to 44 km) and potentially reducing the reliance on water stored in Menindee Lakes (storage volume to be determined). The main channel will improve storage efficiency by reducing evaporation (as compared to the Lakes) and should improve water security and water quality for Pooncarie residents.

Structure Options

- Raise height of Pooncarie Weir from 0.8m to 4.3m
- Enlarged Menindee Outlet (9,000 ML/d to avoid need for ancillary infrastructure)
- Menindee drainage channel for access to residual pool

Operational Options

- Maintain Order of Lake filling and draw down
- Modify MDBA agreement to remove inaccessible water from the drought reserve and include increased storage at Pooncarie Weir

EWR benefit/risk relative to SDLM605 scenario

- No change to Wetherell, Menindee and Cawndilla EWR
- Improved Cawndilla EWR low and medium fill outcome due to no Morton Boolka
- Potential benefits for downstream and Anabranche EWRs
- Impacts to downstream EWRs due to new inundation area
- Potential impacts to fish habitat through a reduction to fast flowing habitat and the introduction of barriers to fish passage
- Potential impact to littoral vegetation and groundwater gradients
- Potential impact to water quality

Evaporative water savings relative to SDLM605 scenario

- Likely reduction in evaporative water savings from SDLAM 605 scenario due to no separation of Menindee and Cawndilla however may be offset by creation of additional (more efficient) storage in channel

Capital Cost movement relative to SDLM605 scenario

- Potential decrease due to less works at Menindee but dependent on cost of Weir raising

Scheme L – Alternate Scheme to incorporate Three-Mile Creek as potential fast flowing fish habitat and improve ecological outcomes

Three Mile Creek is an ephemeral creek system with an off-take from Lake Wetherell upstream of the Main Weir which reconnects with the main channel of the Darling River downstream of Weir 32. There is an opportunity to provide water to Three Mile Creek during normal operation of Wetherell through some targeted sill lowering, creating approximately 40km of fast flowing habitat. Fast flowing habitat ($>0.3\text{m/s}$) is under-represented within the southern connected Basin and is a preferred habitat type for large bodied native fish such as Murray Cod, Golden Perch and Silver Perch. Three Mile Creek also features a range of ecological and cultural heritage values that could be further enhanced through an increased watering regime.

Structure Options

- Lowering sill level of Three-Mile Creek at three small locations to potentially create a watering regime whenever ecologically desirable, as the Creek would be fed from the Wetherell normal full supply level (FSL).
- The existing inlet regulator would need to be modified to facilitate fish passage
- A new regulator (plus fishway) may also be required at the outlet of Three Mile Creek depending on additional investigations.

Operational Options

- Maintain Order of Lake filling and draw down and current MDBA agreement
- Determine volume of water required to meet flow requirements for Three Mile Creek, which will be influenced by the environmental and cultural heritage objectives

EWR benefit/risk relative to SDLM605 scenario

- No change to Wetherell, Menindee and Cawndilla EWR
- Improved Cawndilla EWR low and medium fill outcome due to no Morton Boolka
- Benefits for downstream low flow EWRs

Evaporative water savings relative to SDLM605 scenario

- Reduction in evaporative water savings from SDLAM 605 scenario due to no improvement in lake efficiency (noting that the water regime may result in water flowing into Lakes Menindee and Cawndilla less often)

Capital Cost movement relative to SDLM605 scenario

- Reduction due to less works required at Menindee but dependent on cost of creek works and associated fishways

Menindee Lakes Project

Your feedback- Schemes A through L

Name	
Organisation represented	
Date	
Additional comments/feedback	

Please provide feedback by 2 July 2020 by email to: darling.sdl@industry.nsw.gov.au

Scheme A:

No new infrastructure, modify operations to improve environmental outcomes (not operate the Lakes as a water storage)

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options – Scheme A

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme B:

No new infrastructure, modify operations to focus on SAG objectives

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	

What do you like about the scheme?	
What do you dislike about the scheme?	
What would you like to see added to the scheme(s)?	
What would you like to see removed from the scheme(s)?	

Structures options – Scheme B

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme C:

SDLAM605 infrastructure with operational modifications to focus on SAG objectives

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	

What do you like about the scheme?	
What do you dislike about the scheme?	
What would you like to see added to the scheme(s)?	
What would you like to see removed from the scheme(s)?	

Structures options – Scheme C

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme D:

SDLAM605 infrastructure with operational modifications to improve Cawndilla low and medium fill and Anabranche EWR outcome

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	

What do you like about the scheme?	
What do you dislike about the scheme?	
What would you like to see added to the scheme(s)?	
What would you like to see removed from the scheme(s)?	

Structures options – Scheme D

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme E:

Modified SDLAM infrastructure scheme with operational modifications to improve Cawndilla low and medium fill and Anabranh EWR outcome using a low level Morton-Boolka regulator

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options – Scheme E

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme F:

Alternate scheme - EES proposal to improve environmental outcomes

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options – Scheme F

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme G:

Alternate scheme - Menindee Lakes Water Users Group proposal to increase upstream storage capacity for drought reserve and utilise Penellco to discharge to the Darling River from Lake Cawndilla

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options - Scheme G

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme H:

Alternate scheme to increase upstream storage capacity for drought reserve, separate Menindee and Cawndilla and utilise Penellco to discharge to the Darling River from Lake Cawndilla

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options - Scheme H

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme I:

Alternate scheme to minimise Pamamaroo and Menindee storage area and utilise Penellco to discharge back to the Darling River

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme J:

Alternate scheme to maximise upstream storage, minimise Menindee and Cawndilla storage area and utilise Penellco to discharge back to the Darling River

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	
What do you like about the scheme?		
What do you dislike about the scheme?		
What would you like to see added to the scheme(s)?		
What would you like to see removed from the scheme(s)?		

Structures options – Scheme J

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme K:

Alternate scheme to increase storage in the Darling River channel and reduce reliance on storing water in the lakes

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	

What do you like about the scheme?	
What do you dislike about the scheme?	
What would you like to see added to the scheme(s)?	
What would you like to see removed from the scheme(s)?	

Structures options – Scheme K

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

Scheme L:

Alternate scheme to incorporate Three-Mile Creek as potential fast flowing fish habitat and improve ecological outcomes

Category	Description	Initial comments/ queries
SDLAM program objectives	Contribution to Water Savings	
	Value for money	
	Ease of designing, approving and completing by 2024	
Social	Recreational values, community wellbeing	
Cultural heritage	Heritage, upskilling the mob, connection to country	
Environmental	Number of EWRs attained	
Economic	Tourism, Agricultural	

What do you like about the scheme?	
What do you dislike about the scheme?	
What would you like to see added to the scheme(s)?	
What would you like to see removed from the scheme(s)?	

Structures options – Scheme L

Category	Description	Initial comments/ queries
Purpose of structure	What is the objective of this structure	
Structure impact	Scale of physical works	
	Sensitivity of location (cultural sensitivity, clearing	
Capital Cost	The scale of works and location	
Operations	How would it operate with regard to the standard order of lake filling and drawdown	
Alternatives	Are there other structures which would achieve the same outcome	

CONFIDENTIAL

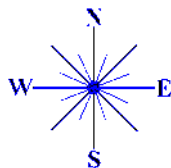
CENTRAL DARLING SHIRE COUNCIL

CONSTITUTED 1 MAY 1959

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E-mail: council@centraldarling.nsw.gov.au
Website: www.centraldarling.nsw.gov.au

PLEASE ADDRESS ALL
CORRESPONDENCE TO:
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PHONE (08) 8083 8900
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COUNCIL CHAMBERS
21 REID STREET
WILCANNIA NSW 2836

5 August 2020

Deputy Premier
Hon John Barilaro MP,
Suite R1 44
Parliament House Sydney
Email: monaro@parliament.nsw.gov.au

Dear Deputy Premier,

Menindee Lakes SDLAM Project Stakeholder Advisory Group

Central Darling Shire Council covers 52,000 km²'s in the Far West of NSW, population of 2000 residents and has the largest portion of river/lake systems in the state. Council has been proactively promoting water security for the Lower Darling River and the Menindee Lakes system for some time.

The formation of the Menindee Lakes Sustainable Diversion Limit Adjustment Mechanism (SDLAM) Project Stakeholder Advisory Group began in mid-2019 and was orchestrated mostly by the former NSW Land and Water Commissioner, with help from MDBA community engagement officers and staff from DPIE (water).

Central Darling Shire Council is a member of the Stakeholder Advisory Group (SAG). The group consists of 25 peers, selected representatives from community groups that represent Indigenous nations, irrigators, pastoralists, stock and domestic water users and local government. There are representatives from the Menindee Lakes, the Great Darling Anabranch and along the Darling River from Wilcannia to Wentworth, an estimated 1100 kilometres of river.

From the very first meeting of the group and every subsequent meeting, the single main issue that has been raised: **is giving priority to fresh water through-out the Darling River system, from the Queensland border to Wentworth.** Maintaining water supply for towns, the environment, Indigenous Nations cultural requirements, domestic and stock use has been a failure under current operational protocols.

Council supports and agrees with the SAG, under existing water sharing plan rules, reduced amounts of water will make it to Menindee Lakes, from flow events in dry periods because of extraction for irrigation. This ensures that proposed water savings targets for the Basin Plan, will not be met regardless of any amount of new infrastructure commissioned in the Menindee Lakes system.

Since changes to NSW water rules in the Northern Basin in 2012, the Menindee Lakes and the Lower Darling River have faced critical water shortages for more than 50% of the time. During this period, there has been 3 extended cease flow events in the Lower Darling River, there were 3 fish kill events in the Menindee weir pool (a scale which has never been recorded in either European history, or indigenous culture) and the Darling Anabranch has only flowed once.

All these events have been followed by countless reviews, such as Vertessy, NRC, Academy of Science and now the First Flush review. Each of these reviews recommended: **“water management must provide for and promote connectivity between water sources and identify access for irrigation during first flush events”**. Irrigation during first flush events should not be allowed until certain triggers have been provided for stock and domestic watering, native title rights, town water supply for 2 years and critical environmental needs for specific water sources have been met. Council has made representation to several State/Federal Ministers and bureaucrats during this time, without prevail to increase flows to Menindee Lakes and the lower Darling. Furthermore, DPIE (water) continually refuse to consider including flow and storage targets within the respective Water Sharing Plans. This is becoming increasingly troubling for Council and the members of the Menindee SAG, as we represent the community.

Council and SAG acknowledge that the current consultation process is an improvement on what has occurred in the past. The process, however, still lacks appropriate rigour, required to enable the community to make an informed decision on changes that will affect families, culture and businesses within the shire for many generations to come. Without serious and meaningful changes to the current NSW operational rules and Water Sharing Plans, “providing for whole of river connectivity”, further consultation is going to be continually frustrated by this issue.

On behalf of constituents within the shire, Central Darling Shire Council requests that you ensure that flow management arrangements for: **flow and duration targets in the Barwon-Darling/Lower Darling and volumetric targets within the Menindee Lakes, be included in the NSW policy and legislative framework and in all relevant Water Sharing Plans**. This will be necessary to enable the Menindee Lakes SDLAM project to be supported by Council, Menindee SAG and the broader community.

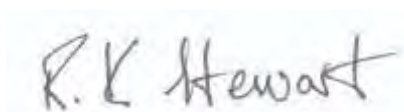
The community within the Shire and neighbouring communities, have had enough and is now seeking water security for the environment, cultural, town water supply and stock and domestic. This security is needed to be provided over irrigation before any decision about operational management of the Menindee Lakes and Lower Darling River before any consideration of support by the community.

The Community has three main concerns that must be addressed as a matter of urgency as itemised below:

1. ***Whole of system connectivity including from the northern basin and the Lower Darling to the confluence with the Murry River.***
2. ***Protection of drought reserve storage targets for the Menindee Lakes and Lower Darling.***
3. ***Protection of first flush events to ensure flows reach the Menindee lake system and provide flows into the lower Darling River system.***

I would like to request a meeting with you in person as Deputy Premier, to discuss the matters raised in this letter and how to progress the actions as outlined above.

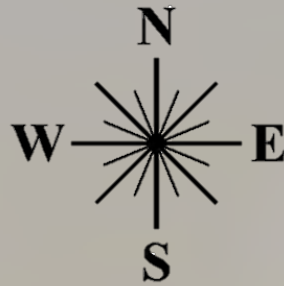
Yours sincerely

A handwritten signature in black ink that reads "R. K. Stewart". The signature is written in a cursive, slightly slanted style.

Robert Keith Stewart
Administrator

CC
Member for Barwon, Roy Butler MP
Member for Parkes, Mark Coulton MP
Mayor Broken Hill City Council, Darriea Turley AM
Mayor Wentworth Shire Council, Melissa Hederics

CENTRAL DARLING *Shire Council*



Community Engagement Policy

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OBJECTIVES

The Community Engagement Policy guides a consistent approach to engage with the community.

Engagement assists Council to:

- Better meet the needs of the community.
- Tap into local knowledge and expertise.
- Have a more informed community.
- Encourage and enable the community to participate in decision making.
- Ensure Council works on behalf of the people in the community.
- Meets the requirements of Legislations, Policies and Procedures.

AIM

This Policy aims to:

- Gauge the needs of the community by ensuring residents are given equal opportunity to be included, informed and contribute.
- Reduce misinformation and/or miscommunication.
- Gather ideas and input from the community.
- Make decisions that will strengthen and improve the social fabric of the community.
- Reinforce community ownership in the decision-making process.
- Enable Council to make sustainable decisions.
- Enable Council to be transparent and equitable in all decisions.

PURPOSE

To ensure that Council conducts appropriate community engagement and communication, which at a minimum, meets Legislative requirements and encourages community participation in Council's decision making.

CUSTOMER SERVICE

The Council's Customer Service standards is to strengthen the relationship with our customers and our community. It also allows us to enable a system for continued improvement to our levels of customer service.

Our customers are... any person or organisation that deals with Council.

We will,

- Accurately record and monitor your enquiry.
- Do what we say we will do.
- Be courteous and positive.
- Be punctual.
- Be personally accountable for answering your concern
- Treat you with the respect and honesty that you deserve.

We will communicate by,

- Responding to all written correspondence within 10 business days.
- Returning phone calls within two (2) business days.
- Maintaining our website with current and accurate information.

You can help by,

- Treating our staff with respect.
- Respecting other customers.
- Providing accurate and detailed information.
- Respecting the community in which we live.
- Working with us to solve any problems.
- Providing us with your feedback.

APPLICABILITY

To comply with the Requirements of the Legislation and the Planning and Reporting Guidelines for Local Government in NSW, Council must have a strategy that sets out how it will engage with the community.

This Community Engagement Policy endorses the social justice principles of equity, access, participation, and rights and ensures that social, environmental, economic, and civic leadership considerations are adequately addressed in the community engagement process.

Council recognises that effective community engagement and communication has benefit to Council and the community. Such as benefits include:

- Better outcomes through understanding needs and views of the community and customer.
- Outcomes that are broadly supported by the community.
- Increased satisfaction with Council services, operation, staff and elected officials.
- Increased awareness, understanding and acceptance of decisions made.
- Development of solutions to local issues through Council/community partnerships.
- Increased community understanding of Council processes and responsibilities.

DEFINITIONS

Community engagement is the process of Council and groups of people working cooperatively around an issues prior o Council determining a decision or a direction on that issue.

Engagement can include:

- Gathering and provision of information
- Consultation
- Participation

Communication is a process for informing the community about Council services, programs, and decisions. It may be formal, structured, or informal and less structured to meet the needs of a particular audience. Communication is a vital component of community engagement.

Community refers to all stakeholders including, but not limited to residents, ratepayers, interested groups, organisations, and individuals with an interest in the Council area and the services, functions, and future direction of Council.

PRINCIPLES

The following principles will underpin Council's approach to community engagement and communication. Council will:

- Inform the community about Council's decision-making processes about long term planning, asset management and service delivery.
- Ensure that participation processes are clear about the decision to be made and the level of influence the community can have on the decision.
- Clearly communicate the context and objectives of community engagement processes.
- Provide community members with all appropriate and relevant information about the background to the issues, including existing Policies, Legislative requirements, opportunities, and constraints.
- Use community engagement methods of appropriate for the targeted community groups.
- Ensure allocation of adequate resources, including time and skills as well as funding, to participation processes.
- Be respectfully curious about community views and perspectives, free from bias remarks; and
- Where appropriate, report on, consider, respond to and act on community input received as part of Council's decision-making processes.

PUBLIC PARTICIPATION

A five-tier level of community engagement is used to guide Council's approach to conducting consultation.

1. Informing

- Advising the community of a situation or proposal.
- Informing on a decision or direction.
- Providing advice on an issue.
- No response is required, although people are free to seek a further level of participation.

Tools for informing include:

- Council websites
- Information sheets and FAQs
- Media Releases
- E-Newsletters

- Advertising
- Councillor feedback to the community

2. Consulting

- Undertaking market research to identify needs or issues
- Seeking comment on a proposal, action, or issue.
- Seeking feedback on a service or facility.
- Requiring a response, but limited opportunity for dialogue.
- Option for people to seek a further level of participation.

Tools for Consulting include:

- Council's online feedback forms.
- Exhibition periods.
- Surveys.
- Incoming records/Customer Service.
- Councillor interactions with the community.

3. Involving

- Involving the community in discussion and debate.
- Ensuring informed input through workshops and information.
- Adopting a more personal and innovative approach through personal contact meetings/sessions that encourage participation.
- Involving at different times in the planning process (i.e. keeping informed and enabling further comment).

Tools for Involving include:

- Open forums at Council meetings.
- Public meetings
- Specific purpose consultations.
- Mediation.
- Councillor interaction with the community.
- Councillor and public workshops.

4. Collaborating

- Establishing a structure for involvement in decision-making (e.g. committees)
- Enabling ongoing involvement and keeping informed.
- Allocating responsibility in achieving initiatives.

Tools for Collaborating include:

- Council Committee structure.
- Councillor involvement in the Committee structure.

5. Empowering

- Council elections.

Tools for Empowering include:

- Ballots

WHEN TO ENGAGE?

Council must consult when:

- It is required by Legislation.
- It wants to identify community issues, needs and priorities.

Council should consult when:

- Any proposed changes will impact on current users or customers of a Council service or facility.
- Any proposed changes which will affect the right or entitlements of community members, including minority groups.
- There is potential impact on surrounds neighbours.
- It wants to monitor customer satisfactions with Council's services facilities.
- There is a level of controversy or sensitivity about an issue/concern.
- There is conflict among community members about an issue.

WHEN WILL COMMUNITY ENGAGEMENT OCCUR?

Council will engage the community in the following areas:

- **Strategy Planning:**
This refers to the development of Strategic Plans and Projects that inform the Delivery/Operational Plan.
- **Policy Development and Implementation:**
This includes any Policy development that has a direct impact on the community.
- **Site Specific:**
This refers to any changes to a site that may have impact on the community.
- **Service Planning:**
This includes the development and/or improvement to a service.
- **Areas of improvement:**
This refers to any improvement required to increase the quality of lifestyle of the community.
- **Legislative Requirements (including planning issues):**
This refers to all prescribed plans and projects under the *Local Government Act (1993)* and other relevant Acts.

WHAT LEVEL OF ENGAGEMENT WILL OCCUR?

Council will call for all different levels of engagement depending on the issue, and the immediate or long-term impact of the community.

PROCEDURE

The Council's Community Engagement Policy is used by staff to develop deliver, monitor, and evaluate community engagement for their projects and programs.

HOW WILL WE ENGAGE?

Community engagement is about ensuring that the community has an opportunity to be involved in the decisions made by Council. Staff in preparing Engagement Plans will select the most appropriate tools and target groups.

These include:

- Online
- Community Opinion Group
- Council newsletter/Community Catch-up
- Social Media
- Councillors
- Community Groups
- Focus Groups
- Council Committees and Action Groups
- Advertising across print, television, and radio
- Letterbox drops
- Letter
- Petition
- Survey
- Site visits
- Personal briefings
- Media Release
- Email
- Telephone
- Community Events
- Community indicators and profiling data

WHO WILL WE ENGAGE WITH?

Council will make every effort to ensure that all viewpoints are considered and will involve community groups and individuals, including those who can be difficult to reach.

This includes:

- Children
- Young People
- People with disabilities and/or Special Needs
- Women
- LGBTIQ+ Community (*Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual +*)
- Socially disadvantaged
- People from culturally and linguistically diverse populations
- People who are from Aboriginal and Torres Strait Islander background
- Families
- Single parents

- Villages
- Stakeholders
- Councillors
- Council Staff.

PREPARING A COMMUNITY ENGAGEMENT PLAN

Council staff will ensure the following steps are followed when planning and undertaking community engagement:

- Define the project.
- Determine the level of impact and influence.
- Determine type of participation
- Review stakeholder and select appropriate engagement methods.
- Develop timeframe and resources
- Consider feedback and resources
- Consider feedback, reporting and evaluating.
- Compliance with Council Policy and Legislation.

To comply with Council Policy and respective Legislation, the following special considerations apply:

1. Submissions

In circumstances where Council requires members of the public to make written submissions, all submissions received will be regarded as public and available for general access, unless the writer specifically requests that they want their personal details to be suppressed.

Written submissions include correspondence received in person, email, completion of online form or other paper-based submission forms.

Submissions must be addressed to the General Manager.

2. Surveys

Use of surveys, including online surveys, polls, and questionnaires, are to be undertaken in line with the Privacy Act and Council's Information Management Policies.

This includes:

- Securely storing the recipients' personal information.
- Disclosing how and why personal information is being collected and how it will be used.
- Clearly identifying the survey as being undertaken by or on behalf of the Council.
- Developing and publicising any terms or conditions for the award of participation incentives when utilising online collection tools, action should be taken to restrict multiple entries from the same user.

- Telephone surveys must be completed in accordance with the 'do not call register'.

The results of Customer surveys undertaken by individual branches are to be forwarded to Council's Record Management System to maintain a central repository of survey results. The Communications Team is to provide assistance to other branches in respect of the development of customer and community surveys where necessary.

3. Public Exhibition

Changes to relevant Council Procedures, Policies, and Tenders must go on Public Exhibition in accordance with the relevant Legislation.

RESPONSIBILITIES

Council Managers and staff undertaking Community Engagement and Communication are responsible for:

- Informing MANEX in respect of information being communicated to the community or undertaking community engagement.
- Prepare communications plans as part of planning processes for projects which impact the community.
- Undertake training and development in community engagement to build capability.
- Advise all relevant Internal Stakeholders (such as Customer Service), before commencing community engagement, communication plans or campaigns.
- Comply with Council's relevant Policies.



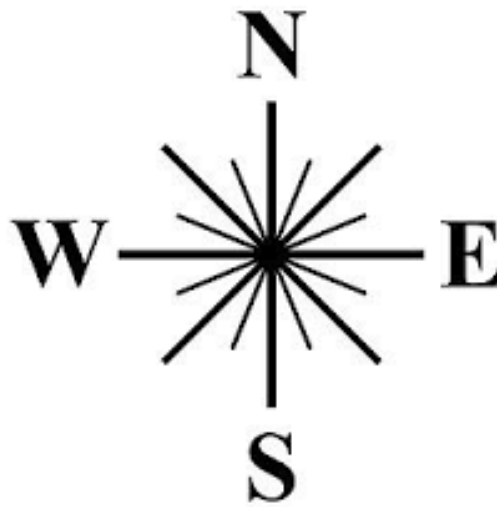
Business Continuity Plan

Part 1 - Manual

Version: 2

Date: 26 August 2020

Next Review: 26 August 2021



Prepared by JLT Consulting Australia Pty Ltd



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Document Review

Whenever this document is reviewed and or amended, details must be recorded on this page

Version	Review Summary	Approver (role)	Approved Date
1	Development and endorsement of BCP document	Council	26 August 2019
2	Review of documentation content and include associated documents	Council	26 August 2020

NOTE: this document must be kept current at all times in accordance with the Monitoring and Review schedule included within this, the Overarching BCP Manual.

Responsibility

Responsibility for annual review of this document rests with the **Risk & WHS Officer**.

Related documents:

This document is part of a suite of BCP documents comprising:

- BCP Pt 1 - Manual (*this document*)
- BCP Pt 2 - Procedure (including Forms and Templates)
- BCP – Contacts Lists and Business Continuity Control Centre Locations (CONFIDENTIAL)
- Directorate BCPs containing all identified Critical Functions' Sub Plans:
 - Business Services
 - Shire Services

All documents work together to form the Business Continuity planning arrangement for Council.

Other associated document

Documents that are associated with the Business Continuity Plan and may be activated at the time of a significant disruption include:

- Facility Emergency Evacuation plan
- Adverse Event Plan



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Distribution

The Central Darling Shire Council Business Continuity Plan is to be distributed to all staff and managers involved in the process of development, implementation and reviewing of this document. This includes those staff nominated as alternate to a key position. The following is the current list of personnel to whom a copy of this document has been distributed:

Issue No.	Member Role	Key Position	Alternate Position
1	CMT Leader	General Manager	Director as assigned
2	CMT Admin Support	Executive Assistant	Administration Officer
3	CMT Coordinator	Risk & WHS Officer	Engineer / Director
CMT Members			
4	Business Services	Director Business Services	Manager Finance
5	Shire Services	Director Shire Services	Deputy Director
Tactical Support			
6	Human Resources	Directors	Directors
7	Media & Communications	Executive Assistant	Administration Officer
8	Facilities & Assets	Directors	Directors
9	IT Services	Director Business Services	Senior Administration Officer / Corporate Support Officer
10	Finance	Director Business Services	Manager Finance

The plan will be available to all staff in electronic form via TRIM. For information relating to this document refer to the relevant personnel listed above.



1. Business Continuity Management Policy

1.1. Purpose

Central Darling Shire Council is committed to developing business resilience and securing long term performance and sustainability of its operations. Business Continuity planning is an integral part of good governance and an important element in Council's Risk Management Framework.

The purpose of this policy is to ensure implementation of the integrated planning and management processes that are designed to minimise disruption related risks at Council.

The policy is required to ensure Council can maintain uninterrupted availability of key business resources necessary to meet Council's strategic and operational objectives and legal obligations.

1.2. Scope

Council's policy covers disruptive Incidents (Incidents) of such a scale as to otherwise be beyond the coping capability of an organisation's normal management system.

The business continuity arrangements have been built around a time scale of **two weeks**. This means that any business function requiring to be operational within two weeks to prevent significant consequences, will have developed and will maintain in place a Business Continuity Sub Plan.

This policy provides for the CMT Leader to undertake appropriate action(s) necessary to assess, evaluate and respond to and recover from disruptive incidents.

1.3. Objectives

Central Darling Shire Council has adopted a comprehensive and integrated approach to the development of a Business Continuity Plan. The purpose of this plan is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption.

Council recognises that this, the Business Continuity Plan (BCP) in isolation does not build capability; it provides the approach to establish effective capability. Whilst the Plan is important, it is an outcome of the more important planning and analysis process, and is a blueprint to initiate the response to a disruption by effectively implementing the activities outlined in this Plan.

The BCP identifies the required actions, facilities, technical infrastructure, key responsibilities, and processes that will be required to allow Council to effectively respond and recover from a disruption.

The objective of the Central Darling Shire Council's Business Continuity framework is to provide a mechanism that enables Council and its officers to:

- Identify business functions that are critical to Council in meeting its business objectives
- Develop resumption plans based on criticality of business functions rather than geographic location
- Build resilience within Council's operational framework



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- Identify and document roles and responsibilities for key staff positions
- Minimise the impact of function loss on stakeholders and the community.

The BCP provides Council with a framework to enable management and staff to implement an agreed response process.

1.4. General Principles

Through the establishment of a Business Continuity Plan, Council aims to:

- meet best practice in Business Continuity Planning in accordance with Standards Australia AS/NZS 5050:2010 Business Continuity – Managing Disruption related risk and AS ISO 22301- Societal Security – Business continuity management systems – Requirements (as revised from time to time)
- define the minimal level of acceptable operating performance of the organisation, business unit, and/or services as a result of business related disruption(s) and in turn understand what the organisation absolutely must achieve (critical objectives).
- define the maximum timeframe a function/system/facility can be inoperable until it starts to affect business operations of Council or the relevant service
- define what infrastructure and resources are required to achieve minimum operating performance
- minimise any risks to public health, safety and welfare
- minimise any risks to Council's reputation
- minimise any risks associated with decline in consumer and/or stakeholder confidence
- minimise any risks to our employees' health, safety and wellbeing
- ensure observance of regulatory requirements and/or compliance with legally enforceable contracts
- maintain control of expenditure and minimise extraordinary costs resulting from the incident
- expedite return to normal and full recovery
- capitalise on any opportunities created by the incident
- assume any additional risks with confidence
- define roles and responsibilities of stakeholders

1.5. Implementation

- Business Continuity Sub Plans will be developed for each business and service required to be operational within two weeks following a disruption, based on a priority schedule including the general principles above.
- A list of appropriately authorised personnel that are responsible for owning and communicating these plans and ensuring their employees and other stakeholders understand and can implement the plan(s) will be documented and maintained.
- These plans will be tested and audited on a regular basis as defined in each of the business continuity plans.



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- This Plan will be reviewed annually.
- This Plan will be reviewed following any event that involves them.



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1.6. Authority

1. The Central Darling Shire Council Business Continuity Plan has been developed under the authority of the Executive Management Team (EMT). Prior to implementation the plan was reviewed and approved by that body.
2. The General Manager or delegated Council officer holds the authority to develop, assess, evaluate, and activate Council Business Continuity arrangements and procedures in response to incidents.
3. A standing authority is given to the Business Continuity Sub Plan owners by the EMT to implement the actions identified within the Sub Plans.
4. Business Continuity Plan roles and responsibilities will be reflected in the relevant position and delegations accordingly.

1.7. Use of the Business Continuity Plan

This plan should be used in the event of a disruption that may impact on the ability of Council to deliver business objectives for an extended period that exceeds the maximum allowable timeframe.

Managers and staff with responsibility for the affected areas of the business should be guided by this Plan and the relevant Sub Plans included herein ensuring a consistent and agreed course of action is implemented.

1.8. Assumptions

The Business Continuity Plan is intended to provide guidance to Council officers to assist continuity of service for Critical Functions, where those officers are not normally responsible for managing the specific function affected.

Where the Council officer who is normally responsible for managing the specific function is available, it is assumed that this document will serve as a check document to reduce the possibility for omission of important actions.



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1.9. Monitoring & Review of BCM Framework

Monitoring and review is an integral component of the BCP process. Coordination of the following monitoring and review strategy is a key responsibility of the Coordinator Safety and Risk.

	Activity for Review	Accountability	Timeframe
1	General Review of Business Continuity Framework by EMT through – Standing Item on Agenda	General Manager & Directors	Every six months
2	Business Continuity Plan Parts 1 & 2 (Manual and Procedure incl. Forms and Templates) for currency.	Risk & WHS Officer	Annual review and as required
3	Directorate Plans – Business Services	Director	Annual review and as required
4	Directorate Plans – Shire Services	Director	Annual review and as required
5	Non-Critical Functions monitoring	Respective Director	Annual review and as required
6	Maintenance of Contacts Lists (CONFIDENTIAL)	Risk & WHS Officer	Six monthly
7	Business Continuity training of key and alternate delegates	Risk & WHS Officer	Annually or as required
8	Business Continuity Awareness training for general staff	Risk & WHS Officer	Annually or as required
9	New Staff Induction to include BCM awareness	Risk & WHS Officer	On induction and annually
10	Business Continuity Plan Exercise (including key personnel and alternates)	Risk & WHS Officer; Director Business Services	Annual desk top exercise Simulation exercise every 2 years

NOTE- Central Darling Shire Council has engaged JLT Consulting in a **two year maintenance program** of document review and annual exercising following the completion of the BCP development.

NOTE: it is also recommended that the monitoring and review program be extended to and is conducted in conjunction with other key associated response arrangements such as the Emergency Response and Council's IT Disaster Recovery Plan.

2. Abbreviations and Definitions

Term	Definition	Abbreviation
Business Continuity	<ul style="list-style-type: none"> The approach to managing disruption related risk... of such a scale as to otherwise be beyond the organisation's normal management system to cope with". The capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident". 	BC
Business Continuity Control Centre	A central base to co-ordinate the response to a business disruption event. To be established at the discretion of the CMT Leader.	BCCC
Business Continuity Management	The holistic management process that identifies potential threats to an organisation and the impacts to business operations of those threats, if realised, might cause and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its stakeholders, reputation, brand and value creating activities.	BCM
Business Continuity Management System	Part of the overall management system that establishes implements, operates, monitors, reviews, maintains and improves business continuity. The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources".	BCMS
Business Continuity Plans	Documented procedures that guide the organisation to respond, recover, resume and restore to a predefined level of operation following a disruption event, for any service or activity that must be operational within two weeks May be one or a suite of documents.	BCP
Business Continuity Programme	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management.	
Business Impact Analysis	A management level analysis that identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.	BIA
Business Process Assessment	A management tool designed to assist in the identification and assessment of criticality of business processes and functions	BPA
Business Interruption	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the BCP or sub plans.	
Continuity Management Team	An assembly of executive management representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. CMT management structure will overlay all normal management structures during the response process.	CMT
Corporate Governance	A system by which the organisation is directed and controlled. Corporate Governance activities are represented as four principal components: direction, executive action, supervision and accountability.	CG
Critical Function BCP	An agreed documented course of actions to be taken in the event of business function loss. Plan describes the key actions required under preparation, response and recovery phases.	CFSP
Crisis	<ul style="list-style-type: none"> A situation or period in which things are very uncertain, difficult, or painful, especially a time when action must be taken to avoid complete disaster or breakdown. Situation that is beyond the capacity of normal management structures and processes to deal with effectively. 	CRISIS

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Term	Definition	Abbreviation
	<ul style="list-style-type: none"> NOTE: A crisis may require significant diversion of management time, attention and resources away from normal, routine operations to respond to the situation. 	
Disruption	<p>A situation that has the potential to cause total or partial disruption to business operations and/ or total or partial loss to business resources. The time frame for such an outage could be acute, creeping, or sustained.</p> <p>Examples include: Natural (fire, flood, earthquake); Deliberate acts of arson, sabotage, theft, terrorism; Industrial action; Workplace Safety Incidents; Major traffic accidents; Closure of business of third party suppliers.</p>	
Emergency Event	<ul style="list-style-type: none"> An event due to an actual or imminent occurrence (such as a fire, earthquake, or epidemic which: <ul style="list-style-type: none"> Endangers or threatens to endanger the safety or health of staff or visitors to the organisation. Destroys or damages, or threatens to destroy or damage, property of the organisation. Has the capacity to disrupt operations to the extent that it impacts on business objectives. An event that arises internally, or from external sources, which may adversely affect the occupants or visitors in a facility, and which requires an immediate response. An unexpected and sudden event that must be dealt with urgently. 	
Activation	The art of declaring that an organisation's business continuity arrangements need to be put into effect in order to continue delivery of key products and services	
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application.	MAO
Risk Management	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.	RM
Risk Management Improvement Group	The group that oversees currency of risk management activities including BCP during Business as Usual periods. Coordinated by the Coordinator Safety and Risk and chaired by the Director Corporate & Governance and comprises representatives of the Executive team, Leadership Forum and Coordinators Forum.	RMIG
Tactical Support	Team comprising representatives of each identified Corporate Service in the areas of HR, Communications, IT, Facilities and Finance that provide key corporate support and resources to impacted critical business functions and Sub Plan owners. The Tactical Support Group is a Sub Group of the CMT.	TS

Source:

- AS/NZS 5050:2010 – Business continuity – Managing disruption related risk
- AS ISO 22301 – Societal security – business continuity management systems



3. Background

3.1. Scope

The object of Business Continuity Planning is to ensure that appropriate resources, structures and protocols are in place to enable for the effective response to a business disruption event that can potentially impact on Council's objectives. The suite of BCP documents is a record of the development processes, implementation arrangements and resources identified as required by Council to ensure the continued delivery of its critical business objectives.

Identifying and managing business continuity risks is key to Council building resilience and response capabilities within business functions that have been identified as critical by the organisation.

The BCP does not cover requirements associated with a workplace emergency (safety) situation. A separate workplace emergency plan that is the responsibility of the Chief Warden / Emergency Services is to be implemented. In all cases of activation of the workplace Emergency Plan the Chief Warden will brief the General Manager / CMT Leader of any implications for business continuity as a result of the emergency plan activation.

3.2. Business Function Criticality

Clause 1.3.13 of AS/NZS 5050:2010 Business Continuity – Managing disruption-related risks, defines a Critical business function as *“a business function or part thereof identified as essential for **survival** of the organisation and achievement of its critical objectives.*

... A business function which has the effect of protecting critical interests of the community or another stakeholder to which a duty is owed, may qualify as a critical business function.

Determining the Maximum Acceptable Outage (MAO) of a particular business process is integral to the BCP. Loss of a critical business function for a period beyond than the MAO generally leads to establishing the Continuity Management Team to direct, oversee and support the emergency, continuity and recovery response phases.

A list of Critical Functions with established Maximum Acceptable Outage (MAO) timeframes and resources requirements for resumption is included in the Business Continuity Plan; Part 2 – Procedure document.

3.3. Non-Critical Business Functions

For the purpose of this Plan, a non-critical function is a function that has a greater tolerance to “downtime”. This is not to say that these functions are not important. This classification is simply providing a mechanism for prioritising better managing the business during a significant disruption.

It is important to recognise that, should a significant disruption occur and any of the non-critical functions become or be deemed as critical at the time, that a BCP should be developed and included in the respective Directorate Plan as a critical function.



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There is provision for non-critical functions to be reviewed on a regular cycle and as such, have been listed and included within each BCP Group Guideline Document for appropriate review and action during and after a business disruption.

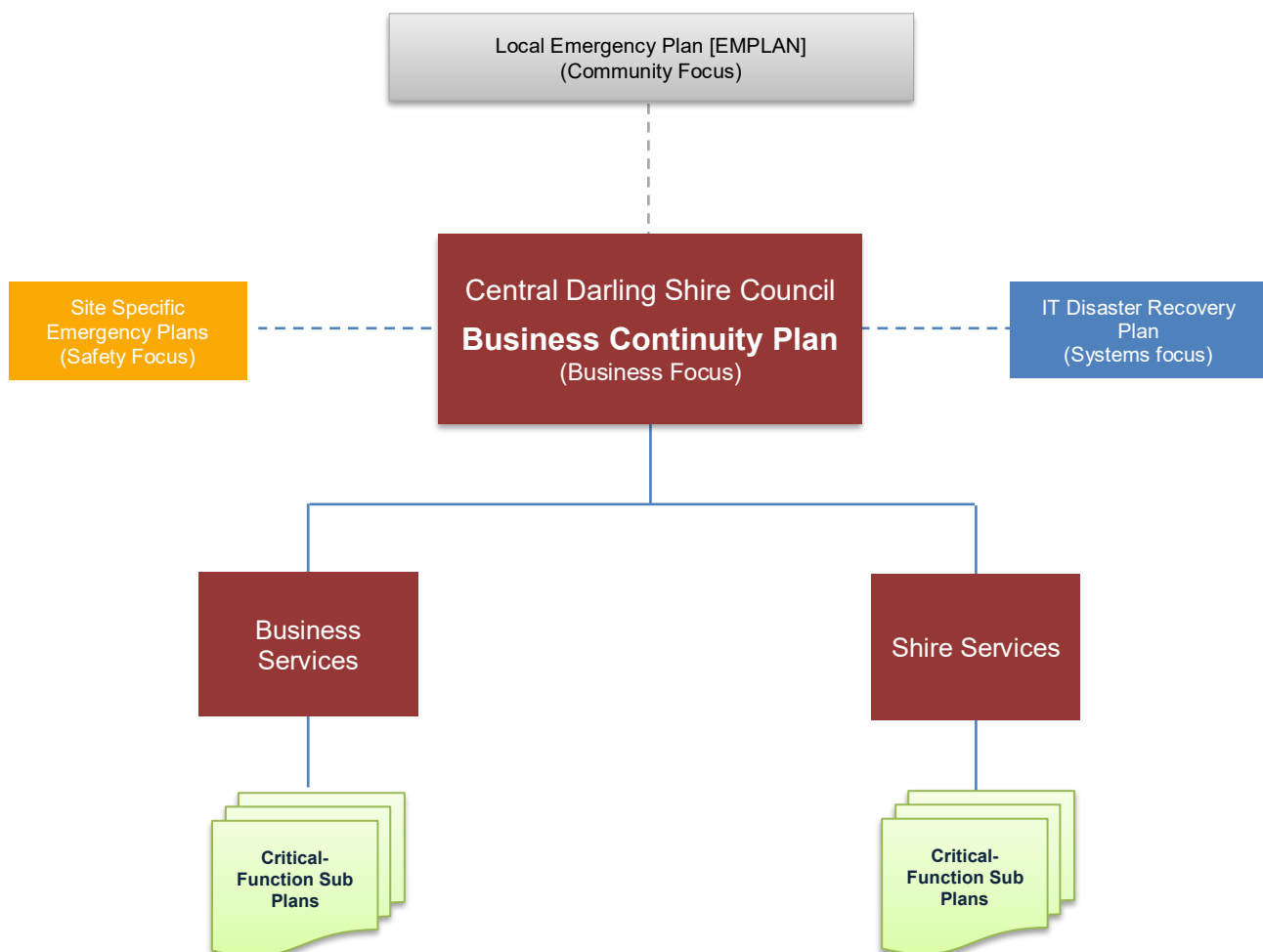
4. Business Continuity – The Process

Business continuity encompasses the identification and risk management of Council's business processes. It involves a staged process that seeks to identify, assess, control and monitor Council's business functions.

The plan was developed with consideration given to Australian Standards– AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk, the AS ISO AS 22301:2017 Societal Security - Business continuity management systems and the Business Continuity Institute (BCI) Good Practice Guide. Reference to these key documents resulted in the development of a robust strategy to effectively manage a disruption.

4.1. Business Continuity Management Framework

The diagram outlines the relationship of the Business Continuity arrangements in respect of other relevant arrangements.



5. Business Continuity Plan - Methodology

To develop the Business Continuity Plan, the following steps were involved:

5.1. Business Process Assessment (BPA)

This is the identification of Council's business processes and functions within each individual business unit/section/directorate. Once the functions were identified, an analysis at a whole of organisation level was conducted to determine which functions are considered 'critical' and require further planning to ensure Council has the ability and capability to respond in the face of a disruption.

5.2. Business Impact and Vulnerability Analysis (BIA)

The Business Impact analysis (BIA) is the process that identifies the impacts of function loss on the organisation. The BIA provides management with the data that will assist and inform planning decisions targeted at risk mitigation and continuity of business.

The BIA was conducted on those functions identified as critical at the earlier BPA stage. The BIA considers the potential impacts of function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the Maximum Acceptable Outage (MAO).

5.3. Response Strategies

5.3.1. Business Continuity Sub Plans

Each BCP identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. Each BCP identifies ownership, failure scenarios, criteria for activating the plan, and actions to consider for emergency, continuity and recovery phases of an event. The BCP also allows for targeted messages to be developed for specific function loss.

5.3.2. Non-Critical Function Action Plans

The Working Group participating in the workshops above to develop the BCP agreed on which functions were determined as non-critical. As such Sub Plans were not developed for these activities at this stage. However, it is the individual Manager's responsibility to determine the most appropriate course of action, should a business disruption event impact on the delivery of these functions. A list of the non-critical functions is included in the Business Continuity Plan Part 2 - Procedure document.

5.4. Overarching Business Continuity Plan (BCP)

The overarching BCP comprises three key documents:

- BCP Part 1 – Manual (this document);
- BCP Part 2 - Procedure; and



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- BCP – Critical Contact lists and BCCC Locations

These documents identify the key organisation-wide strategies that will ensure the smooth implementation of the plan. It identifies such elements as the responsibilities of key Managers, with particular emphasis on the coordinated direction and effective and timely communication with stakeholders at an organisational level.

It is important to recognise that these documents provide a flexible framework in which the organisation can plan for the potential disruption of its Critical Functions. It does not attempt to identify and plan for every contingency or outage that could occur. However, it provides a flexible framework for the critical function, Sub Plan Owners to identify, plan and develop redundancy for their business processes.

5.5. Testing and Maintaining the BCP

The BCP must be continually reviewed and tested to ensure it remains relevant and accurate.

The review also serves to reacquaint the relevant staff and managers with the process and to be ready to implement in a confident and effective manner and that it reflects the current practices of the organisation.

Testing should where possible be conducted in conjunction with any other emergency arrangement / plan as well as the IT Disaster Recovery Plan (DRP) to ensure there is a smooth synergy with those plans and arrangements.

Business Continuity Management is a process, not an event. With the BCP now developed, there needs to be active commitment to a pre-planned:

- annual desktop exercise
- simulation exercise every two years
- annual maintenance program

by Council to ensure BCP arrangements remain viable into the future.

The exercise should include all aspects of the BCP, but not necessarily all in one exercise. Major components (ie: Sub Plans) should be reviewed at least annually. Volatile information such as contact lists, or areas that are constantly undergoing changes, should be validated more frequently.

Testing of the business continuity Sub Plans and Overarching Plan will provide Management with the assurance that the plan(s) are effective.

Testing of the BCP can be based on any or all of the following methods:

- **Paper Audit** - to ensure that the appropriate documents are available, current and known and accessible by all relevant parties, including personnel nominated as alternate for a role.
- **Desktop exercise** - to ensure that the appropriate documents are available, current and understood by all parties that may be required to implement a response. This includes personnel



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nominated as alternate for a role. This process tests the knowledge and readiness of personnel to access and apply the process outlined within their relevant Sub Plan/s and overarching BCP.

- **Scenario-based exercise** – a structured “walk through” of the BCP where a business disruption scenario event is played out through a mock response strategy; at a directorate or whole of organisation level.

In addition to the exercise and review of the BCP, any significant changes in Council’s operations should also trigger a review of the BCP. Version control of the BCP will be coordinated and managed in accordance with the agreed review cycle found on **page 8** of this document.

6. Training

6.1. Training at all levels

A key objective of the BCP is to increase the awareness within Council of potential business disruption events that could have a significantly impact on organisation. The Plan outlines the response / recovery protocols associated with such an event. Training and communication will play a key role in achieving this objective.

The first level of awareness occurs at the introduction stage of the development process; through the workshops. This initial awareness was provided by the process facilitator to all the participants. Participation in the development stage also has the benefit of engagement of key staff in the process and generating ownership of the BCP at the business unit level.

It is the responsibility of the various Senior Management, Managers and Supervisors to ensure that the requirements and strategies of the BCP are clearly communicated to **all** staff. This should occur in the following way:

- Through an information awareness session held by each manager/ supervisor with their staff to explain the purpose of the BCP their own role in the implementation and what is required by the staff at each stage of a response strategy.
- Through staff induction / training programs, include reference to Business Continuity in the context of sound risk management practices.
- Through an agreed information protocol in respect of notifying elected members to avoid confusion.
- A record of any training and exercising and attendances is to be kept. Template forms are found in the Forms and Templates section of the BCP Procedure document.



7. Corporate Services – Tactical Support

CMT Tactical Support comprises representatives of key corporate service areas that support the organisation as a whole. These are:

- **Human Resources** – focuses on the safety and wellbeing of all staff during the course of and post a significant event.
- **Media & Communications** – responsible the preparation and delivery of suitable and timely external communications.
- **Property and Facilities** – responsible for sourcing and fitting out facilities as required in a timely manner.
- **Information & Communication Technology** – responsible for ensure access to IT and telecommunications by operations at the earliest opportunity.
- **Finance** – responsible for ensuring appropriate records are maintained of extraordinary expenditure and providing access to funds as required and as authorised by the CMT Leader.

This Group forms part of the CMT and its primary responsibility is to:

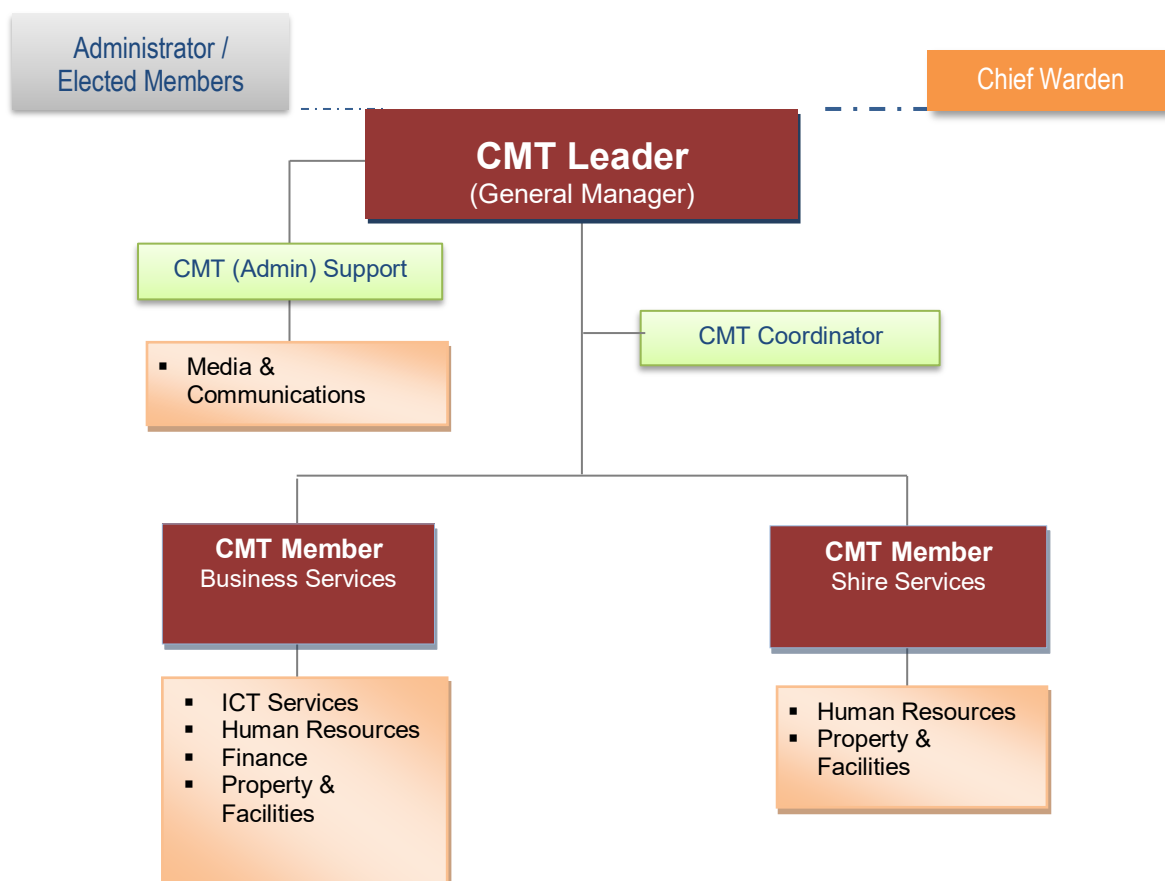
- Provide support to the critical business functions that have been impacted by a significant event.
- Ensure they restore the essential services required in accordance with their respective sub plans and within the agreed MAO to continue to deliver services to the agreed standard.
- Ultimately to assist the whole organisation to recover from the event and resume services at the earliest opportunity.

Individual functional responsibilities are outlined in the Roles and Responsibility Statements in the following Section.

8. Continuity Management Team (CMT)

8.1. CMT – Structure

The following is the Continuity Management Team



Note: the Chief Warden and elected members are acknowledged in this diagram but are not part of the official CMT Structure



9. Roles and Responsibilities

9.1. The CMT

A successful Continuity Management Team (CMT) relies on expertise from within the organisation, as they are the people that understand the business processes and related risks. Accordingly, the Executive Team is the designated members of the CMT and charged with implementing the whole of organisation response. However, they still maintain responsibility for the continuity and recovery actions of their individual Business Units.

The CMT is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCP is activated. The focus of the CMT is to manage the business disruption event from a corporate perspective while providing guidance and support to the Managers on site. This process is facilitated by the development of pre-determined courses of actions (Sub Plans) thus allowing the CMT to focus on the strategic or whole of business response to the business disruption event.

Redundancy within the CMT is the responsibility of the CMT. Each position is required to have an alternate member identified and trained in the role.

Responsibility Statements for each position in the CMT have been developed to ensure there are clear and unambiguous directions available for each of the members of the CMT. All responsibility statements are to be approved by the CMT and this action is to be recorded on the statement. Upon Activation of the BCP these statements come into effect. These statements are listed in Section 9.4 of this document.

9.2. CMT Tactical Support

CMT Support Group is made up of personnel performing a role within the Support areas that service the organisation as a whole.

This Group is part of the Continuity Management Team and provide support at the organisation wide level to provide support and to give specific advice to the CMT when the Business Continuity arrangements are activated by the CMT Leader. The Support Group Members' Statements are listed in Section 9.4 of this document.

9.3. Plan Owners

Plan Owners are Manager and/or staff positions that have been identified within individual BCPs or are identified given the prevailing situation. Typically they would only be required if their BCP has been activated or to give specific advice to the CMT. The main responsibility of each Plan Owner or alternate is to implement their Plan arrangements if, and when, required and to maintain communication with the CMT and manage their staff throughout the process.



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9.4. Responsibility Statements

CMT Leader					
Staff Position	General Manager				
Alternate during absence	Acting General Manager				
Position Statement	<ul style="list-style-type: none"> Discretion to appoint an alternate CMT Leader where the nature or location of the event warrants such action. Declares a Business Continuity Event and activating the Business Continuity Plan. Notifies elected members and CMT members Business Continuity Plan is activated. Oversees and monitors all resumption activities to the extent that it is deemed necessary. Makes decisions as to the best overall strategy for business resumption based on information received by other CMT Members. This strategy is then translated into an action plan by the supporting teams. Liaises with the Media Liaison Officer or appropriate Contact at the Emergency Operations Centre and arrange for periodic updates, if required. <p>NB: The Chief Warden has authority during a workplace emergency (evacuation) until the emergency is resolved. Control is then returned to the GM to determine if the Business Continuity Plan is to be activated.</p>				
Knowledge Requirements	<ul style="list-style-type: none"> High level knowledge of organisation activities and service delivery priorities Community, Business and Regulatory contacts 				
Responsibilities	<p>Responsibilities include:</p> <table border="1"> <thead> <tr> <th>Business As Usual period:</th><th>On Activation:</th></tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Actively support activities relating to business continuity management Consideration of business continuity management matters as required Maintain working knowledge of BCP. Ensure both key and alternate personnel are suitably trained to effectively perform this role Participate in, monitor and review activities Ensure both key and alternate personnel are suitably trained to effectively perform this role </td><td> <ul style="list-style-type: none"> Activate the BCP notifying and liaising with stakeholders Provide the focal point in communication to the staff, media and public Establish and chair all CMT meetings Authorise any detailed restoration plan Delegate tasks and oversee resumption activities Monitor the gathering of business disruption event information Promote the wellbeing and safety of all staff </td></tr> </tbody> </table>	Business As Usual period:	On Activation:	<ul style="list-style-type: none"> Actively support activities relating to business continuity management Consideration of business continuity management matters as required Maintain working knowledge of BCP. Ensure both key and alternate personnel are suitably trained to effectively perform this role Participate in, monitor and review activities Ensure both key and alternate personnel are suitably trained to effectively perform this role 	<ul style="list-style-type: none"> Activate the BCP notifying and liaising with stakeholders Provide the focal point in communication to the staff, media and public Establish and chair all CMT meetings Authorise any detailed restoration plan Delegate tasks and oversee resumption activities Monitor the gathering of business disruption event information Promote the wellbeing and safety of all staff
Business As Usual period:	On Activation:				
<ul style="list-style-type: none"> Actively support activities relating to business continuity management Consideration of business continuity management matters as required Maintain working knowledge of BCP. Ensure both key and alternate personnel are suitably trained to effectively perform this role Participate in, monitor and review activities Ensure both key and alternate personnel are suitably trained to effectively perform this role 	<ul style="list-style-type: none"> Activate the BCP notifying and liaising with stakeholders Provide the focal point in communication to the staff, media and public Establish and chair all CMT meetings Authorise any detailed restoration plan Delegate tasks and oversee resumption activities Monitor the gathering of business disruption event information Promote the wellbeing and safety of all staff 				



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CMT Coordinator

CMT Coordinator		
Staff Position	Risk & WHS Officer	
Alternate during absence	Engineers/ Directors	
Position Statement	<p>The CMT Coordinator is required to:</p> <ul style="list-style-type: none">Assist the CMT Leader in the management of the business resumption activities;Be familiar with the Business Continuity Plan, Critical Function Sub Plans and team responsibilitiesMaintain sound working knowledge of the BCM arrangements and the BC Resource KitMaintain oversight and report to the ELT on the currency of the overarching BCM framework	
Knowledge Requirements	<ul style="list-style-type: none">High level knowledge of overarching BCPUnderstanding of organisation activities and service delivery prioritiesHigh level of internal key contacts and accountabilities	
Responsibilities	Responsibilities include:	
	<p>Business As Usual period:</p> <ul style="list-style-type: none">Maintain current the BC Resource KitCoordination of training for CMT & CMT TS MembersCoordination of testing for the Business Continuity Plan and liaise with IT Section in testing the DRPLiaising with Tactical Support Member; Facilities & Assets and IT in respect of resourcing the Business Continuity Control Centre (BCCC)	<p>On Activation:</p> <ul style="list-style-type: none">Set up and open BCCC on direction of CMT LeaderSet up Display Board and keep information up to dateAssist CMT Leader as requiredEnsure communications established with all CMT and TS members.Monitor operation of CMT and ensure CMT members have access to food and drinks and breaks as neededNotify Insurer and manage the insurance requirements

CMT (Admin) Support

CMT (Admin) Support		
Staff Position	Executive Assistant	
Alternate during absence	Administration Officer	
Position Statement	<ul style="list-style-type: none">• Ensure the smooth functioning of the BCCC and the administrative needs of the CMT Leader and CMT• Responsible for ensuring all items on the Agenda are covered and accurately and chronologically logged• Also responsible for coordinating Media and Communications – refer to page 24	
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of internal key contacts and resource knowledge• High level knowledge of administrative functions• Sound working knowledge of the BCM framework and responsibilities of the CMT	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none">• Maintain working knowledge of BCP & activities of the CMT• Ensure both key and alternate personnel are suitably trained to effectively perform this role.• Be familiar with the CMT Meeting Agenda and understanding of note taking and know where and how to access BCP documents at any time• Be fully familiar with the Key Contacts list and know where and how to access at any time	On Activation: <ul style="list-style-type: none">• Provide key administrative support to the CMT Leader• Commence and maintain an accurate chronological log of all meeting events and actions, resumption status, CMT members’ movements etc.)• Assume Communications Role as required• Assist with the set-up of the Business Continuity Control Centre (BCCC) and arrange stationery, equipment etc.• Arrange resources to assist CMT members as required• Make arrangements for all CMT meetings• Create and maintain a chronological log of meetings and decisions made• Ensure key contacts list is available to the CMT

CMT Member – Business Services

Staff Position	Director Business Services	
Alternate during absence	Manager Finance	
Position Statement	<ul style="list-style-type: none">• Contribute to the whole of organisation response as part of the CMT• Maintain responsibility for the continuity and recovery actions of all functions within your Directorate• Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making• Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies• Responsible for the implementation of Tactical Support activities relating to:<ul style="list-style-type: none">○ ICT,○ HR,○ Property & Facilities and○ Finance areas – (refer to pages 25 to 28)	
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of the Directorate activities and service delivery priorities• Knowledge of authority and delegations vested with the role• High level knowledge of Directorate Critical Function BCPs• High level knowledge of overarching BCP	
Responsibilities	Responsibilities include:	
	<p>Business As Usual period:</p> <ul style="list-style-type: none">• Maintain working knowledge of BCP, your role in the CMT & relevant BC Sub Plans• Actively participate in monitor and review activities in accordance with the adopted program• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure participation in training by Sub Plan owners within your Directorate	<p>On Activation:</p> <ul style="list-style-type: none">• Promptly ascertain the impact on business functions within your Directorate and report to CMT• Oversee implementation of impacted Critical Function BCSP as required• Oversee activities by non critical business functions• Monitor status and maintain frequent communication with BCSP Owners and non-critical business units• Monitor implementation of recovery strategies against the Business Continuity Plan• Maintain informed on Directorate situation and report on costs and updates to CMT• Maintain communications with Directorate Business Units leaders in relation to staff

CMT Member – Shire Services

Staff Position	Director – Shire Services			
Alternate during absence	Deputy Director – Shire Services			
Position Statement	<ul style="list-style-type: none">• Contribute to the whole of organisation response as part of the CMT• Maintain responsibility for the continuity and recovery actions of all functions within your Directorate• Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making• Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies• Responsible for the implementation of Tactical Support activities relating to:<ul style="list-style-type: none">○ HR, and○ Property & Facilities (refer pages 25 & 26)			
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of the Directorate activities and service delivery priorities• Knowledge of authority and delegations vested with the role• High level knowledge of Directorate Critical Function BCPs• High level knowledge of overarching BCP			
Responsibilities	<p>Responsibilities include:</p> <table><tr><td><p>Business As Usual period:</p><ul style="list-style-type: none">• Maintain working knowledge of BCP, your role in the CMT & relevant BC Sub Plans• Actively participate in monitor and review activities in accordance with the adopted program• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure participation in training by Sub Plan owners within your Directorate</td><td><p>On Activation:</p><ul style="list-style-type: none">• Promptly ascertain the impact on business functions within your Directorate and report to CMT• Oversee implementation of impacted Critical Function BCSP as required• Oversee activities by non critical business functions• Monitor status and maintain frequent communication with BCSP Owners and non-critical business units• Monitor implementation of recovery strategies against the Business Continuity Plan• Maintain informed on Directorate situation and report on costs and updates to CMT• Maintain communications with Directorate Business Units leaders in relation to staff</td></tr></table>		<p>Business As Usual period:</p> <ul style="list-style-type: none">• Maintain working knowledge of BCP, your role in the CMT & relevant BC Sub Plans• Actively participate in monitor and review activities in accordance with the adopted program• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure participation in training by Sub Plan owners within your Directorate	<p>On Activation:</p> <ul style="list-style-type: none">• Promptly ascertain the impact on business functions within your Directorate and report to CMT• Oversee implementation of impacted Critical Function BCSP as required• Oversee activities by non critical business functions• Monitor status and maintain frequent communication with BCSP Owners and non-critical business units• Monitor implementation of recovery strategies against the Business Continuity Plan• Maintain informed on Directorate situation and report on costs and updates to CMT• Maintain communications with Directorate Business Units leaders in relation to staff
<p>Business As Usual period:</p> <ul style="list-style-type: none">• Maintain working knowledge of BCP, your role in the CMT & relevant BC Sub Plans• Actively participate in monitor and review activities in accordance with the adopted program• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure participation in training by Sub Plan owners within your Directorate	<p>On Activation:</p> <ul style="list-style-type: none">• Promptly ascertain the impact on business functions within your Directorate and report to CMT• Oversee implementation of impacted Critical Function BCSP as required• Oversee activities by non critical business functions• Monitor status and maintain frequent communication with BCSP Owners and non-critical business units• Monitor implementation of recovery strategies against the Business Continuity Plan• Maintain informed on Directorate situation and report on costs and updates to CMT• Maintain communications with Directorate Business Units leaders in relation to staff			



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9.5. CMT Tactical Support - Responsibility Statements

Tactical Support - Media and Communications

Staff Position	Executive Assistant	
Alternate during absence	Administration Officer	
Position Statement	<ul style="list-style-type: none"> This role is to be assumed by the CMT Admin Support and the aim is to: Establish effective communication protocols and channels with Councillors, stakeholders and media to provide appropriate information in a timely manner. Distribute timely communications approved by the CMT Leader. Manage all media enquiries and communicate any temporary measures in the event of a disruption as directed. Effectively manage all forms of communication. 	
Knowledge Requirements	<ul style="list-style-type: none"> High level knowledge of the Council's Media and communications processes and procedures and service delivery priorities Efficiently manage and maintain control of communication matters to minimise impact High level knowledge of communication protocols. 	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none"> Maintain current media protocols to effectively manage operational requirements during a business disruption event Ensure both key and alternate personnel are suitably trained to effectively perform this role Ensure resources identified within the Communications protocols are available to enable the arrangements to be implemented Establish & communicate protocols for the distribution of public information during a disruption 	On Activation: <ul style="list-style-type: none"> Provide advice to the CMT in relation to the Communication channels available Coordinate communications media releases and liaise with relevant stakeholders (incl. Councillors, Customer Service and other customer-facing Council office) Distribute documents / information approved for public distribution on agreed communication channels Establish a frequency for the issue/ release of information through agreed/ available channels Bring any serious/ adverse media/ public information issues to the attention of the CMT Leader as soon as practicable Organise appropriate After-hours service message/s Keep a documented record of all media releases as well as a log on a Display board for easy reference by CMT



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Tactical Support – Human Resources

Staff Position	Directors	
Alternate during absence	Directors / Payroll Officer	
Position Statement	<ul style="list-style-type: none"> Establish effective communication, protocols and channels with all Staff and relevant stakeholders to provide appropriate information and assistance in a timely manner. Seek CMT Leader approval for all staff communication arrangements. Communicate any temporary measures during a disruption. Maintain a close overview on staff needs impact etc. and engage relevant external assistance as required and report activities to CMT. Inform CMT of any impacts on staff of conditions of resumption activities. 	
Knowledge Requirements	<ul style="list-style-type: none"> High level knowledge of the HR processes and procedures Efficiently manage staff matters and responsibilities to minimise impact due to disruption High level knowledge of staff communication protocols. Knowledge of, and access to external support services, 	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none"> Maintain currency of staff contact details. Ensure both key and alternate personnel are suitably trained to effectively perform this role. Ensure currency of induction & orientation regarding BCP arrangements for new staff 	On Activation: <ul style="list-style-type: none"> Provide advice in relation to the capabilities and capacities of the staff affected by the disruption Ensure the effective management of the state and needs of staff during a disruption Make available appropriate staff to assist in the response process Assess the needs of staff during a disruption (i.e.: do they need counselling, a break, replacement, etc.) and implement actions as required Establish general staff communications measures



BCP Part 1 - Manual

Tactical Support – Property & Facilities

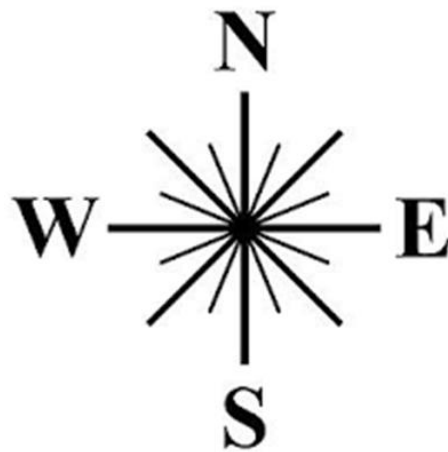
Staff Position	Directors	
Alternate during absence	Directors	
Position Statement	<ul style="list-style-type: none">• Manage the effective provision of facilities following a business disruption event that impacts on the use or occupation of a Council owned building.• Source an appropriate location for the establishment of the BCCC and arrange for appropriate fit out.• Source appropriate alternative location for the Critical Business Functions affected, in accordance with the agreed priorities and MAO timeframes.• Maintain the CMT informed of the progress in relation to the provision of facilities for business operations and ongoing impact on critical business functions activities.• Efficiently manage responsibilities to minimise impact due to disruption	
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of Property & facilities management processes and procedures• Knowledge of Critical Functions MAO and minimum resources requirements in accordance with Sub Plans protocols and service delivery priorities• High level knowledge of communication protocols	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none">• Maintain high level knowledge of Critical functions requirements in relation to facility needs• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure resources identified within sub plans are available to enable the plan to be implemented• Maintain and monitor readiness of BCCC resources• Maintain a register of alternative BCCC/accommodation arrangements and options.	On Activation: <ul style="list-style-type: none">• Investigate on behalf of and liaise with the CMT any building / contents damage• Consult with the Emergency Services if required• Coordinate the clearing of material from affected area• Ensure Insurance Officer is advised of situation and any proposed property restoration plans• Evaluate / advise alternate accommodation options where the building is unsuitable for occupation and arrange fit-out if necessary• Liaise with security providers to secure the site and safeguard property

Tactical Support - Information Technology

Staff Position	Director Business Services	
Alternate during absence	Senior Administration Officer / Corporate Support Officer	
Position Statement	<ul style="list-style-type: none">• Provide IT and telecommunications support for the critical business functions impacted by a business disruption event.• Communicate with BC Sub Plan owners regarding provision of an IT platform in accordance with established priorities and MAO timeframe following an disruption event.• Inform CMT of the progress of resumption of IT system functionality and availability and ongoing impacts to the Critical Function activities.	
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of the IT processes and procedures• Practical knowledge of DRP implementation• Knowledge of Critical Functions MAO and minimum resources requirements in accordance with Sub Plans protocols and service delivery priorities• High level knowledge of communication protocols	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none">• Maintain high level knowledge of BCSP requirements in relation to IT needs• Regularly Maintain and test DRP (IT) response taking into account BCP requirements and timeframes• Ensure both key and alternate personnel are suitably trained to effectively perform this role• Ensure resources identified within business continuity Sub Plans are available to enable the plans to be implemented	On Activation: <ul style="list-style-type: none">• Activate and manage the implementation of the Disaster Recovery Plan (IT) if required• Prioritise IT resumption in accordance with MAO priorities• Regularly advise CMT of disaster recovery response and systems availability• Supervise the supply and installation of equipment to affected critical functions to restore acceptable services in the agreed priority and timeframes• Provide guidance and assistance to IT users• Establish and maintain communication with critical function owners in regard to IT resumption activities

Tactical Support – Finance

Staff Position	Director Business Services	
Alternate during absence	Manager Finance	
Position Statement	<ul style="list-style-type: none"> • Provide financial advice and support for the critical business functions impacted by a business disruption event. • Provide critical business functions with financial resources and or arrangements in accordance with established priorities and MAO limits after the disruption event to enable these functions to implement required arrangements. • Inform CMT of the progress of finance related resumption activities. • Efficiently manage financial responsibilities to minimise impact due to disruption. 	
Knowledge Requirements	<ul style="list-style-type: none"> • High level knowledge of and appropriate delegation and authority to implement Council's financial policy and procedures during a significant business disruption. • High level knowledge of Critical Functions' MAO and minimum resources requirements in accordance with Sub Plans protocols and service delivery priorities. • High level knowledge of financial reporting protocols. 	
Responsibilities	Responsibilities include:	
	Business As Usual period: <ul style="list-style-type: none"> • Maintain high level knowledge of BCSP requirements in relation to finance needs • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure resources identified within Critical Function BCP are available to enable the plans and response strategies to be implemented • Regularly review system access and delegations of staff relating to activating a finance related BCSP 	On Activation: <ul style="list-style-type: none"> • Provide advice to the CMT in relation to the financial impact and requirements • Coordinate availability and access to funds and procurement arrangements with relevant stakeholders to assist Function operations • Bring any serious financial issues to the attention of the CMT Leader as soon as practicable • Document all financial decisions, transactions and approvals and note on display board for easy reference by CMT





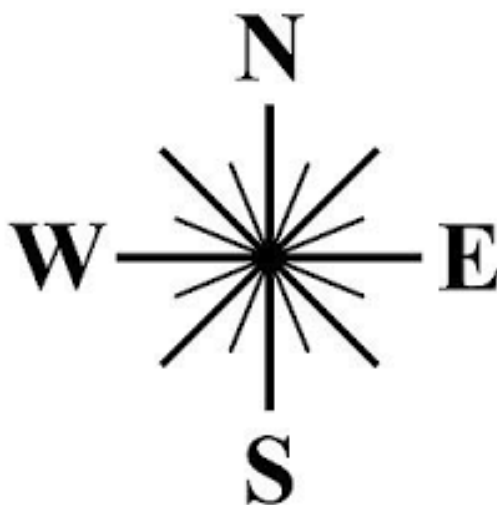
Business Continuity Plan

Part 2 - Procedure

Version: v2

Date: 26 August 2020

Next Review: 26 August 2021



Prepared by JLT Consulting Australia Pty Ltd



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Document Review

Whenever this document is reviewed and or amended, details must be recorded on this page

Version	Review Summary	Approver (role)	Approved Date
1	Development and endorsement of BCP document		August 2019
2	Annual document review – inclusion of other associated documents	Council	26 August 2020

NOTE: this document must be kept current at all times in accordance with the Monitoring and Review schedule outlined in section 1.9 of the Overarching BCP Part 1 - Manual.

Responsibility

Responsibility for review of this document rests with the **Risk & WHS Officer**.

Related documents:

This document is part of a suite of BCP documents comprising:

- BCP Part 1 – Manual
- BCP Part 2 – Procedure; including Forms & Templates (*this document*)
- BCP Contacts Lists and Business Continuity Coordination Centre Locations (CONFIDENTIAL)
- Directorate BCPs containing all identified Critical Functions' Sub Plans:
 - Business Services
 - Shire Services

All documents work together to form the Business Continuity planning arrangement for Council.

Other associated document

Documents that are associated with the Business Continuity Plan and may be activated at the time of a significant disruption include:

- Facility Emergency Evacuation plan
- Adverse Event Plan

Distribution

The Central Darling Shire Council Business Continuity Plan is to be distributed to all staff and managers involved in the process of development, implementation and reviewing of this document. This includes those staff nominated as alternate to a key position. The following is the current list of personnel to whom a copy of this document has been distributed:

Issue No.	Member Role	Key Position	Alternate Position
1	CMT Leader	General Manager	Director as assigned
2	CMT Admin Support	Executive Assistant	Administration Officer
3	CMT Coordinator	Risk & WHS Officer	Engineer / Director
CMT Members			
4	Business Services	Director Business Services	Manager Finance
5	Shire Services	Director Shire Services	Deputy Director
Tactical Support			
6	Human Resources	Directors	Directors
7	Media & Communications	Executive Assistant	Administration Officer
8	Facilities & Assets	Directors	Directors
9	IT Services	Director Business Services	Senior Administration Officer / Corporate Support Officer
10	Finance	Director Business Services	Manager Finance

The plan will be available to all staff in electronic form via TRIM. For information relating to this document refer to the relevant personnel listed above.

1. Business Continuity – The Process

Central Darling Shire Council has adopted this Business Continuity Procedure and associated documents with a view to anticipate and be better prepared to face the challenges of a significant business interruption event that could impact on Council's key business objectives and ability to continue to provide the services to its customers.

This document serves to provide clear guidance to the Continuity Management Team (CMT) in the event that a significant business interruption event occurs or is declared.

The business continuity arrangements have been built around a time scale of **two weeks**. This means that any business function requiring to be operational within two weeks to prevent significant consequences, will have developed and will maintain in place a Business Continuity Sub Plan

The key personnel assigned to a specific role within this arrangement are required to be fully aware of and understand the requirements in such an event. Key personnel include assigned alternates.

This document is to be used in conjunction with the BC Plans for each Directorate.

Reference must also be made to the BCP - Contacts Lists and BCCC Locations (CONFIDENTIAL) where necessary.

The Directorate individual BCPs include all the BCPs developed for each Business Function of Council identified as 'critical' for the purpose of achieving Council's objectives. These BCPs provide a guide for the management of these functions in the event of significant disruption.

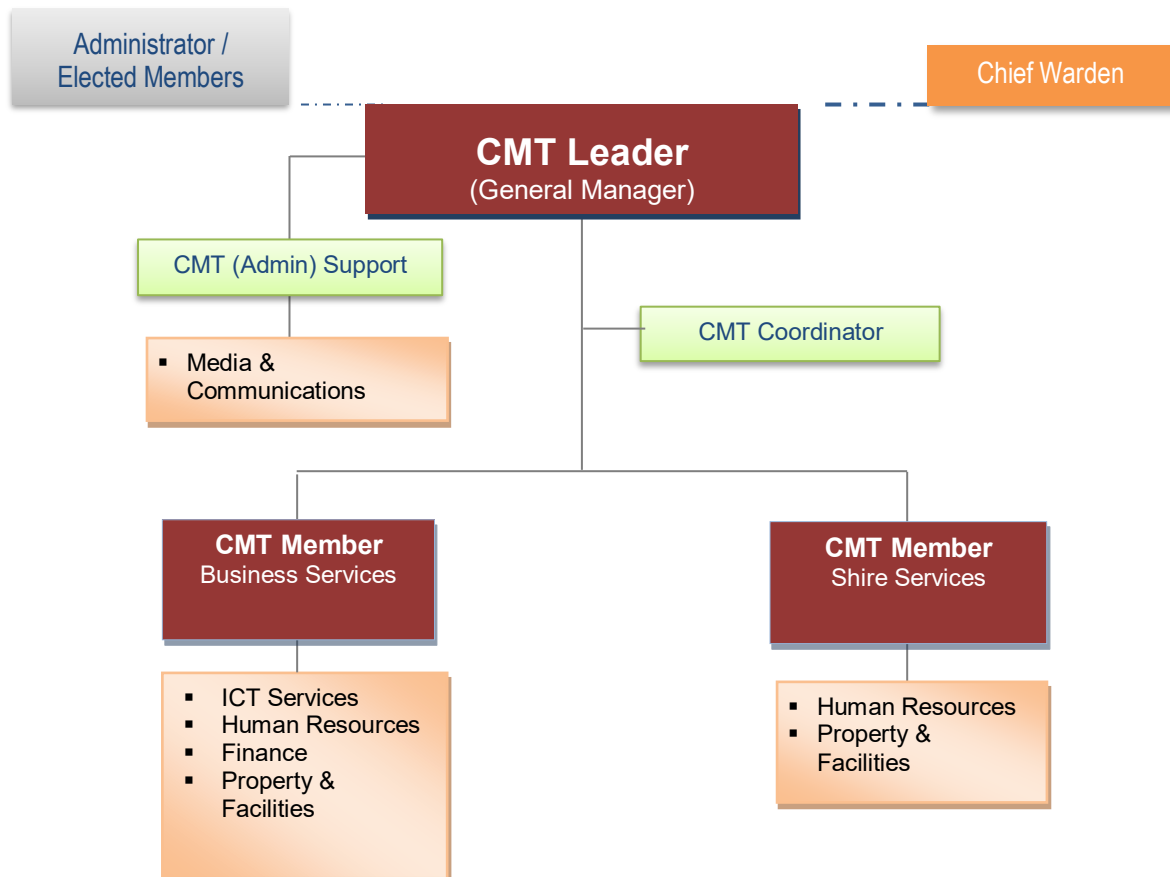
The BCP Procedure, this document, and the Directorate Plans are the key documents that will guide actual implementation.

Whilst this is a practical and step by step document, it is a requirement that key personnel are fully familiar with the process and required actions, using this document only as a support.

2. Continuity Management Team (CMT)

2.1. CMT – Structure

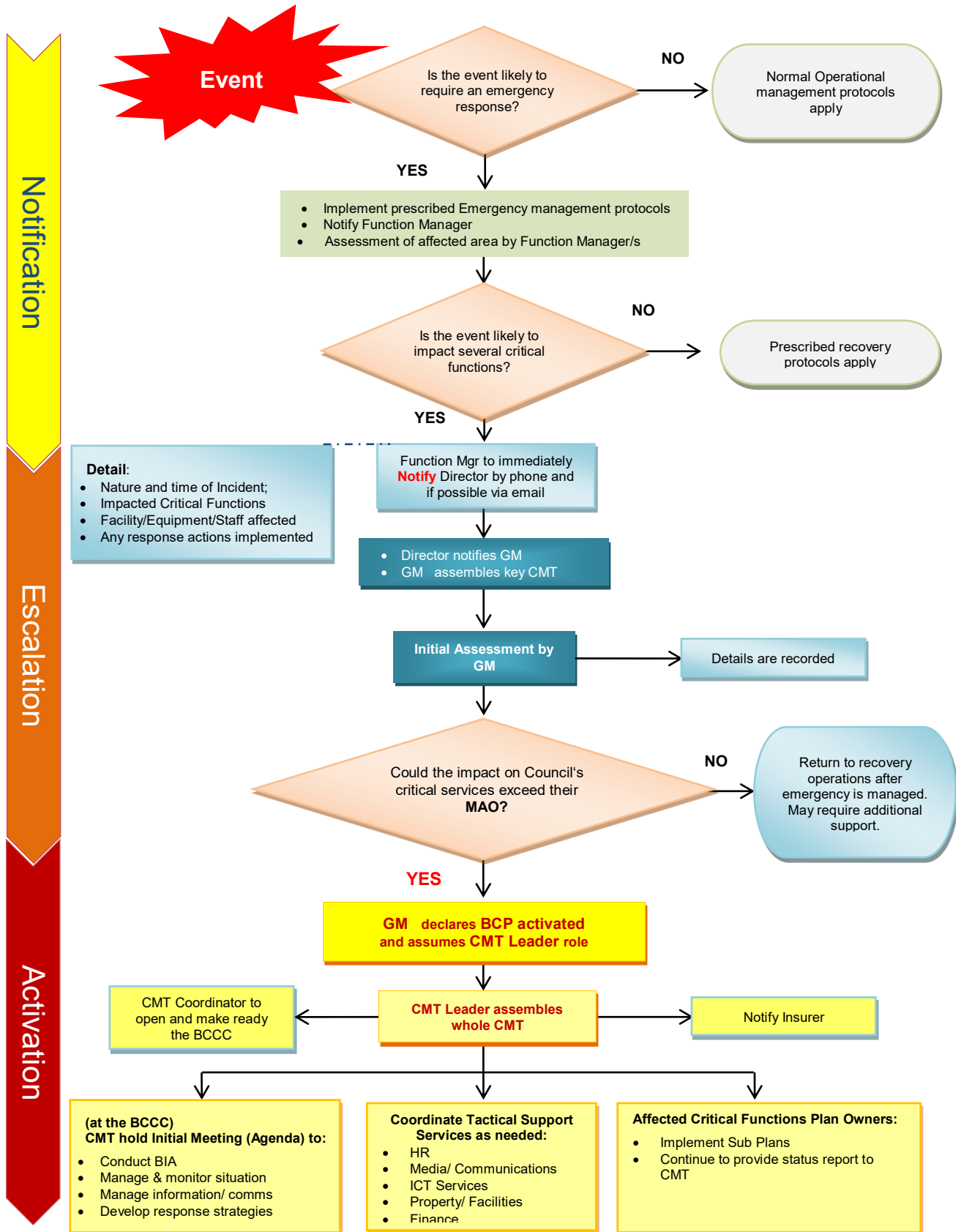
The following is the adopted Continuity Management Team



Note: The Chief Warden and Elected members are acknowledged in this diagram but are not part of the official CMT Structure

3. Business Continuity Plan Activation

3.1. Business Continuity Step by Step Process flowchart



“The Plan in Action”

3.2. Notification of an Event

Anyone who becomes aware of a possible Business Interruption Event is to notify the **relevant** Function Manager.

The Function Manager is to assess the situation and determine if the event has affected a critical business function and if the impact is likely to exceed the agreed “MAO timeframe”.

If so, promptly escalate to the relevant Director by phone and where possible, with a follow-up email or personal briefing detailing the key issues including:

- Nature of the incident – time informed etc.
- Describe business elements impacted (Critical Functions and non-critical functions)
- Staff impact
- Facility / equipment impacted
- Any response action/s implemented (Critical Function Sub Plan)
- Any media involvement / interest
- Any immediate support requirements.

The Director will assess the situation and escalate/ notify the **General Manager** (or acting incumbent) if deemed necessary.

NOTE: Elements of or the full individual critical function Sub Plan may be implemented at the local level, where appropriate to address an immediate response requirement, even if the event is expected to be resolved within an acceptable period.

3.3. Initial Situational Analysis

When notified of a Business Interruption Event, the **General Manager** is to:

- a. Formally record details (Admin Support)
- b. Assemble the Continuity Management Team (CMT) Members
- c. Seek further intel / confirm the details of the incident
- d. Conduct a quick preliminary impact assessment (staff, facility and technology infrastructure, length of impact).

3.4. Declaration of a Business Continuity Event

Is it necessary to activate the BCP?

YES

NO

The **General Manager** is to:

- **Officially declare** the Business Continuity Plan activated
- Assume the role of **CMT Leader**
- Direct the preliminary communications, both internal and external, for discussion at the initial CMT meeting.

CMT Admin Support now remains with the CMT Leader to provide administrative assistance and record all discussions and decisions being made in the process.

CMT Coordinator is to ensure all items listed in the **BCP Form 1 - Business Continuity Event Checklist** (page 28) (see **Forms and Templates**) are actioned.

CMT Members are to **contact** their **direct reports** and inform of the activation of the BCP. They are also to obtain further information relating to the level of impact on each of their areas of responsibility (critical and non-critical).

3.5. Business Continuity Coordination Centre (BCCC)

Following the declaration of a Business Interruption Event, the Business Continuity Coordination Centre BCCC will be opened at the appropriate location.

Depending on the nature and location of the Business Interruption Event, the CMT Leader will nominate the appropriate BCCC to be used by the CMT.

Locations are listed in the Confidential Contact list document.

The CMT Coordinator will coordinate the setting up of the BCCC using **BCP Form 3 – BCCC Resource Kit** (page 32).

The BCP Form 2 - Business Continuity Coordination Centre Checklist (page 30 in this document) outlines the requirements of the BCCC and the resources that need to be available.

3.6. Initial CMT Meeting at the BCCC

The **CMT Leader** is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted.

CMT Admin Support is to use **BCP Form 4 – Initial Meeting Agenda template** and begin to make a formal record of the meeting, with particular emphasis on items to be actioned. This record needs to be regularly reviewed and updated as additional information comes to hand. Agenda template can be found on page 33 in the Forms and Templates section of this document.

CMT Members are to present information that will have been gathered from their respective Directorates to develop the situational awareness and evaluation of the disruption event.

CMT Coordinator is to set up the Display boards and collect key information as agreed by the CMT.

3.7. Business Impact Analysis (BIA)

As part of the Meeting and using the information being gathered, The CMT begins to assess the situation and to conduct an impact analysis of the affected areas as well as the overall impact on the organisation's ability to continue to deliver services with focus on the critical business functions.

If relevant, the **Chief Warden** is asked to provide intelligence to the CMT Leader in relation to the impact of the event and potential long term impact.

Managers / supervisors from each of the affected areas begin to assess and determine the level of loss and or damage to their premises and functions, establish potential 'down time' and the MAO for each area. They then communicate this information to their respective CMT Member.

CMT Members collect information from their Managers for discussion and analysis at CMT meeting.

CMT Tactical Support members make themselves available at the BCCC to provide information on the status of their areas of responsibility. They also must maintain an agreed line of frequent communication with business units; Critical and Non Critical, affected and not affected.

3.8. Human Resources - Staff

During a significant interruption event, the management of Staff at corporate level is the joint responsibility of HR, and for specific Section matters their respective Line Manager. The priority is to ensure the safety and wellbeing of all staff and manage any other need they may have including counselling, transport, to name a few.

General advice in regards to safety and wellbeing matters of the staff at corporate level during a disruption will primarily be the responsibility of the direct Manager liaising with HR for support. The scope of action includes enduring the safety of staff and any other need across the organisation such as assistance with:

- transportation
- communication with family
- counselling
- any other need.

At the CMT meeting, **HR** is to provide information on the state of the Staff and initiate communication with staff with the support of the Communications Unit.

A Contact List of all staff and Next of Kin is maintained by HR.

3.8.1. Communication with Staff

The following protocol is to be implemented in regards to communication with Staff.

However, any event specific plan developed by the CMT will take precedence over the respective instruction.

- Once the Business Continuity event is declared by the CMT Leader, arrangements will be made to contact all staff as a matter of priority (HR or respective Directors);
- Respective Managers are to direct their staff in accordance with the requirements of the individual BC Sub Plans having due regard for the status and wellbeing of staff and liaising with HR;
- In general, Staff are to wait until contacted and instructed before taking any action. That means:
 - For staff onsite at the affected area, following the emergency procedures, they are to wait for their Manager or HR to provide instructions as to what to do (i.e. go home, stay, relocate, etc.)
 - Staff who are not affected by the event, are on leave or are located elsewhere, will be informed of the situation as soon as practicable on a priority basis by their Line Manager using approved Communications protocols.
- Direct Line Manager will be the **main point of contact** should they need to communicate with Council.
- **Off Line Communication with Staff** – if necessary, Council is to establish appropriate arrangements for the use of off-line communication. Consideration will be given to:
 - Establishing a Hub site – where staff can go to seek information and or updates
 - Developing a call tree – a line of communication to reach staff
 - Directing staff to listen to an official channel of communication.

3.8.2. Critical Contacts

A list of Key Critical Contacts has been prepared including all nominated members of the CMT, their designated alternates as well as key external services – refer Business Continuity Plan - Emergency Contacts and BCCC Locations which is available to selected key staff given the sensitivity and privacy of the information.

A copy of this listing should be held off premises by respective CMT & CMT Tactical Support members and identified alternates to enable the listing to be referenced in the event that access is denied to the premises.

Human Resources Tactical Support; refer to Section 9.5 of the Manual for a detailed Roles and Responsibility Statement

3.9. Media and Communications - Release of Information Protocols

First of all, Council is to:

- Ensure Council's Communications Officer (who has responsibility for the organisation's communications function) is available and ready to undertake the preparation of media and public communication;
- Confirm that authority to approve any communication rests with the CMT Leader;
- Confirm with the CMT Leaders the designated Officers and the official spokesperson authorised to speak to the Media;

- Prepare appropriate and regular information releases and maintain a record /log of the issues in a Display Board.

A sample of an immediate release is found in **BCP Form 5 - Media Release - Council Service Disruption** (page 35).

3.9.1. Council's Website

Council may use its website, to communicate any Council related information to the public as deemed necessary.

The updating of this page will be managed by the Communications Manager in liaison with the CMT Leader.

Any Council related actions such as road closure information will be provided by the relevant Works personnel to the Communications Officer for inclusion on the website.

Council's Facebook Page

Council will utilise its Facebook page as an alternative channel to provide relevant updates in-between media releases and updates to Council's website.

The updates will be made by the Communications Officer in consultation with the CMT Leader.

NOTE: **Facebook** will be utilised purely for outward bound communication and there will be a clear notice (disclaimer) on the page advising:

"This page is not intended to receive comments or for members of the public to seek assistance. If you need emergency assistance please contact:

- *Triple Zero (000) for Bomb threat, fire and medical emergencies*
- *132500 for Floods, Storms, Tsunami*

3.9.2. Rules about information Disclosure and Social Media

Other than the CMT Leader, their Alternate or a member of staff with delegated authority or a duly authorised Council officer may give information to or speak to the media who has been given permission by the CMT Leader to do so.

The following apply in relation to external communication:

- The CMT Leader or appointed Alternate will determine the appropriate communication strategy.
- Staff, manager, contractor, agent, volunteer or anyone engaged under Council are not to disclose any information via any means (this includes; phone, email, verbal and all social media channels) unless authorised or legally required.
- In the event of a major incident, particularly after-hours, there may be a delay in responding to media enquiries.
- Should any staff member be approached by media representatives for a comment they are to refer them to Council's authorised Media/ Communications Officer. Remember that:

- There is no such thing as an “*off the record*” comment.
- If you are approached by a journalist, please complete the **Media Enquiry Form** (refer page 36 of this document) and forward to the Media/ Communications Officer.
- Provide the journalist’s details to the Media/ Communications Officer as soon as possible, including how the journalist came to contact you.
- This restriction extends to contractors and other service providers and agencies and should be communicated.

3.9.3.Off Line Media Communication

- Council will consider appropriate arrangements if and as required dependent on the situation. Consideration will be given to:
 - Establishing a Hub site – where information and or updates can be made available
 - Work off line and deliver directly to media outlets
 - Any other option that may be available at the time.

Communications Tactical Support; refer to Section 9.5 of the Manual for a detailed Roles and Responsibility Statement

3.10. Facilities and Assets

The CMT Tactical Support Member begins to ascertain the needs of the affected operations. The priority will be determined by the Critical Functions’ MAO timeframes. Refer to the Critical functions prioritised list of requirements on **page 17** of this document.

Refer to the list of identified options for relocation and select the most appropriate depending on:

- The number of functions affected and space and needs required
- The length of time required to be relocated
- Need for longer term or for extra space if impact period is prolonged.

This role must keep the CMT informed on the extent of impact on affected asset and progress for restoration. Note that if the impact is significant, the CMT will need to consider the establishment of a Project Team to oversee the rebuild and restoration.

Property/ Facilities Tactical Support; refer to Section 9.5 of the Manual for a detailed Roles and Responsibility Statement

3.11. Information Technology

The CMT Tactical Support Member begins to ascertain the needs of the affected operations. Its priority will be determined by the Critical Functions' MAO timeframes. Refer to the Critical functions prioritised list of requirements on page 17 of this document.

Arrangement for IT and communication services recovery should also be considered within the organisation's Disaster Recovery Plan and recovery priority align with the affected critical business functions' MAO timeframes.

Information Technology Tactical Support; refer to Section 9.5 of the Manual for a detailed Roles and Responsibility Statement

3.12. Finance

The CMT Tactical Support Member begins to ascertain the needs of the affected operations. Its priority will be determined by the Critical Functions' MAO timeframes. Refer to the Critical functions prioritised list of requirements on **page 17** of this document.

The needs and interim arrangements will be determined by the affected business functions and need for financial resources and procurement. Finance should make arrangements to ensure urgent access to funds is possible if required. Accurate records of any expenditure must be maintained.

3.13. Developing Response Strategies

Section 3.6 – Business Impact Analysis above provides the basis of information gathered and analysed for the CMT to make a determination on the appropriate actions. These are called Response Strategies.

The CMT now begins to formulate a strategy to begin reinstating Critical Functions in line with and beyond the individual BCPs.

Some of the strategies include (but are not limited to):

- Ensuring Critical Function individual BCPs of the areas impacted have been initiated successfully by each Sub Plan Owner;
 - If not, why not; what is the alternative;

CMT Members are to maintain communication at regular agreed intervals with respective Sub Plan Owners that have been affected and monitor and provide support of actions in line with agreed strategies

- Ascertaining the length of time Council may be in business continuity mode;
- Management of staff;
- Management of media;
- Management of information to Administrator;
- Establishment of communication lines with Sub Plan Owners. Other Managers, CMT Members (i.e. mode of communication, frequency, etc.)
- Monitor any impact on non-critical functions and ensure the CMT is kept informed should any action be required.

3.14. Critical Functions Business Continuity Plans (BCPs)

The BCP developed for each Critical Business Function provide initial guidance for each affected Critical Function to begin to implement measures in accordance with their requirements and priorities.

Upon discussion with and instruction from the CMT, Critical Function BCP Owners, begin to implement the relevant Plan strategies.

CMT Tactical Support Members initiate assessment of needs and the identification and availability of resources as per the priority list and affected Critical Function areas.

3.14.1. Critical Functions Resource Requirements

Functional areas identified as Critical that have been impacted by the interruption event will be seeking assistance with required minimum resources.

A list of identified resources in the event of a business interruption is detailed in **section 3.14.2** List of Critical Functions Resource Requirements. Sub Plan Owners of the relevant functions will be requiring assistance from IT and Property & Assets to source the resources indicated in the resource requirements table.

Should there be limited resources available the distribution will be made in accordance with the priority as listed in line with the Maximum Allowable Outage (MAO) period.

There are a total of **9** Critical Functions

3.14.2. List of Critical Functions Resource Requirements

Priority	MAO	Critical Functions	Directorate	People	Premises	IT		Physical Resources						
				Key Staff	Office / other space	IT Needs and Applications	PC or Laptop (L)	Phones (Fixed)	Phones (Mob)	Workstations	Tablet	Other equipment (MFD, EFTPOS)	Vehicles	Other plant / machinery
1	4 hrs	Information Technology	Business Services	1	Can work remote using Cloud access	Internet; email; and IT Server equipment	-	1	1	-	-	mobile wireless device -	-	-
1	4 hrs	Sewer Services	Shire Services	3	Engineering Depot	Internet; email; telemetry; IT Support	1L	-	2	-	-	Tools	Town Ganger' vehicles & tools; Ute (&tools);	Backhoe
1	1 day	Payroll	Business Services	3	Can work from Depot or remote (home)	Internet; email; Wi-Fi; access to Payroll system; phone line	-	-	1	-	-	Printer/MFD	-	-
1	1 day	Customer Service	Business Services	4	Work from Depot; with counter facility & customer space	Internet; email; Wi-Fi; Practical and PABX	4	2	-	2	-	EFTPOS machine	-	-
1	1 day	Post Office Service	Business Services	4	Admin Bldg	Internet; email; access to Service NSW & Auspost systems	3	1	2	1	-	Printer/MFD; EFTPOS machines x3; safes x2; money counters x2; mail scanner	-	Temp Post office boxes x150; Third Party system workstations x3
2	1 day	Water Services	Shire Services	2	Temp demountable office	Internet; email; telemetry	4 PCs; 1 L	1	4	1	-	Printer/MFDx4	Vehicles x4; Truck	Backhoe & tools
2	1 day	Waste Management	Shire Services	1 per site	Can use other Depot	-	-	1	1	1	-	-	Waste trucks x2	-
2	1 day	Aerodrome	Shire Services	1 per site	Can work from vehicle	Internet access (NOTAM); email	1	-	5	-	-	UHF radio; Air band receiver	4WD Utes x5	Aerodrome equipmt & tools
3	3 days	Roads	Shire Services	3	Admin Bldg & alternate Depot for plant	Internet; email; program for TCP	1L	1	6	1	-	Printer/MFD	4WD Utes x3	Plant; tools; road signs



3.15. Non-Critical Business Functions

Sub Plans have not been developed for those business functions of Council identified as Non-critical.

It is the intention of Senior Management to ensure that all Council functions will be operational to an acceptable level by or shortly after the first two weeks of impact.

Managers responsible for Non-Critical Business Functions are to monitor the impact on these and inform the CMT as and when requested.

Depending on the length of the interruption, non-critical functions may at some point require some action. Regular reporting to the CMT on the needs will ensure that strategies are implemented as and when necessary.

The classification of these functions as non-critical needs to be reviewed on a regular basis and particularly during and following a business interruption event. If considered that they should be classified as 'Critical', then the responsible Manager is to develop a Sub Plan for this Function.

The list of Council business functions identified as non-critical is as follows:

Functions
Office of General Manager
Council meetings
Communications
Human Resources
Civic Activities
Risk Management
Governance
Business Services
Accounts Payable
Accounts Receivables
Rates
Revenue
Information Management
Service NSW
Centrelink
NDIS/ CHSP
Strategic Finance
Shire Services
Compliance (dogs, parking, etc)
Parks and Reserves Maintenance
Development assessment
Building Certification
Tourism



3.16. Implementing Response Strategies

Once identified, evaluated and agreed to be the most effective course of action, the CMT Leader will authorise the CMT members to begin the implementation of the response strategies.

3.16.1. Implementing Corporate Strategies

These strategies will include (where applicable) but will not be limited to:

- Arrangement to manage the overall needs of all staff including any immediate needs;
- Arrangements to manage unprecedented staff shortages due to illness (i.e. Pandemic)
- Arrangements in relation to immediate and ongoing communication and release of information
- Agreed arrangements to relocate operations on mass for short, medium or long term;
- Agreed arrangements in relation to network and telephone availability
- Agreed arrangements in relation to extraordinary procurement practices

3.16.2. Implementing Critical Business Functions Strategies

The owners of each affected Critical BCP may have already commenced implementation of the relevant endorsed strategies included in their Plan.

The CMT should give consideration to the priority levels assigned for each Critical Business Function and ensure they are observed and met.

The implementation stage may also require the authorisation of resources to be deployed as well as expenditures to be approved. The CMT Leader or Alternate must have full delegation as required.

During implementation it is important to allocate a time frequency and accountability to monitor and review the implementation of the agreed strategies and be ready to amend as required.

Depending on the severity of the disruption this stage may be as short as hours or as long as months. Appropriate human resources and relief systems must be implemented to ensure staff are not over worked during this period.

This stage will last until the move into the "Stand Down" stage is declared and the Transition Phase begins. This will indicate that all necessary arrangements are in place to commence the return to business as usual,



4. Stand Down Phase

CMT Leader (or assigned Alternate) is the only role with the authority to declare the end of the Business Continuity Phase.

This phase is used to conduct a Debrief. The CMT Leader meets with the CMT Members and Tactical Support Members to discuss the performance of the Team, Tactical Support and Sub Plan owners in view of the resultant outcome of the event.

4.1. Transition Phase

The Transition Stage is the period where the organisation begins reinstating all business processes back to business as usual mode at the official location of temporary long term accommodation where the impact on the premises has been significant.

4.1.1. Transition Manager

Depending on the complexity and scope of the task, a Transition Manager and a "Recovery Team may be appointed to manage and oversee the transition process.

The Transition Manager should consider:

- The appropriate structure (Team) to manage the transition phase;
- New reporting and communication arrangements;
- Regular monitoring;
- Need for additional resources, etc.

Critical Function Plan Owners are to:

- Establish arrangements to restore operations from workaround mode to Resumption mode. Resources may need to be allowed for this to occur.
- Liaise with PCS if there are any staff that need counselling or other support.
- Ensure all workaround activities and records are recaptured into Council's official system and a critical check conducted to prevent any omissions and errors.
- Once the transition plan has been completed, all issues have been dealt with and effectively managed reconvene with all staff to debrief.

4.2. Debrief

Each CMT Member is to meet with their respective Supervisors/ Coordinators and seek feedback to discuss at debrief. Refer to **Form 6 – Business Continuity Debrief** on page 37



Critical Function BCP owners are also to arrange a meeting with their respective Director / CMT Member to discuss:

- The outcomes of the event
- Any issues with resources, limitations
- If there were any compliance breaches due to the interruptions
- Any longer term impacts
- Review of identified Critical and Non-Critical Functions and if any changes need to occur
- Any proactive actions that could be taken now to prevent the severity of future impacts.

Staff should also be given the opportunity to express their experiences and debrief with their respective managers.

Matters to discuss / consider include:

- Timeliness of response
- the positives,
- the negatives
- any resourcing issues (HR; equipment, etc.)
- skills of the Teams
- the effect on staff and management
- communications
- any improvements to be made/ lessons to be learned.

All discussions/ debriefs must be recorded and actions acted upon within a reasonable timeframe.

4.3. Documentation Review

Document review ensures that the documentation and arrangements remain current and effective at all times. This includes ensuring personnel and all equipment required to respond effectively and in accordance with the adopted strategies remain reliable and ready.

Records of any business continuity activity should be kept. This included any training delivered. Refer to page 39 for a template to record training sessions. A Session Attendance template can also be found on page 40 and this should be used at any business continuity related event.

BCP documentation and arrangements should then be reviewed and amended in accordance with the outcome of debriefing. Remember to maintain accurate version control.



5. Appendix

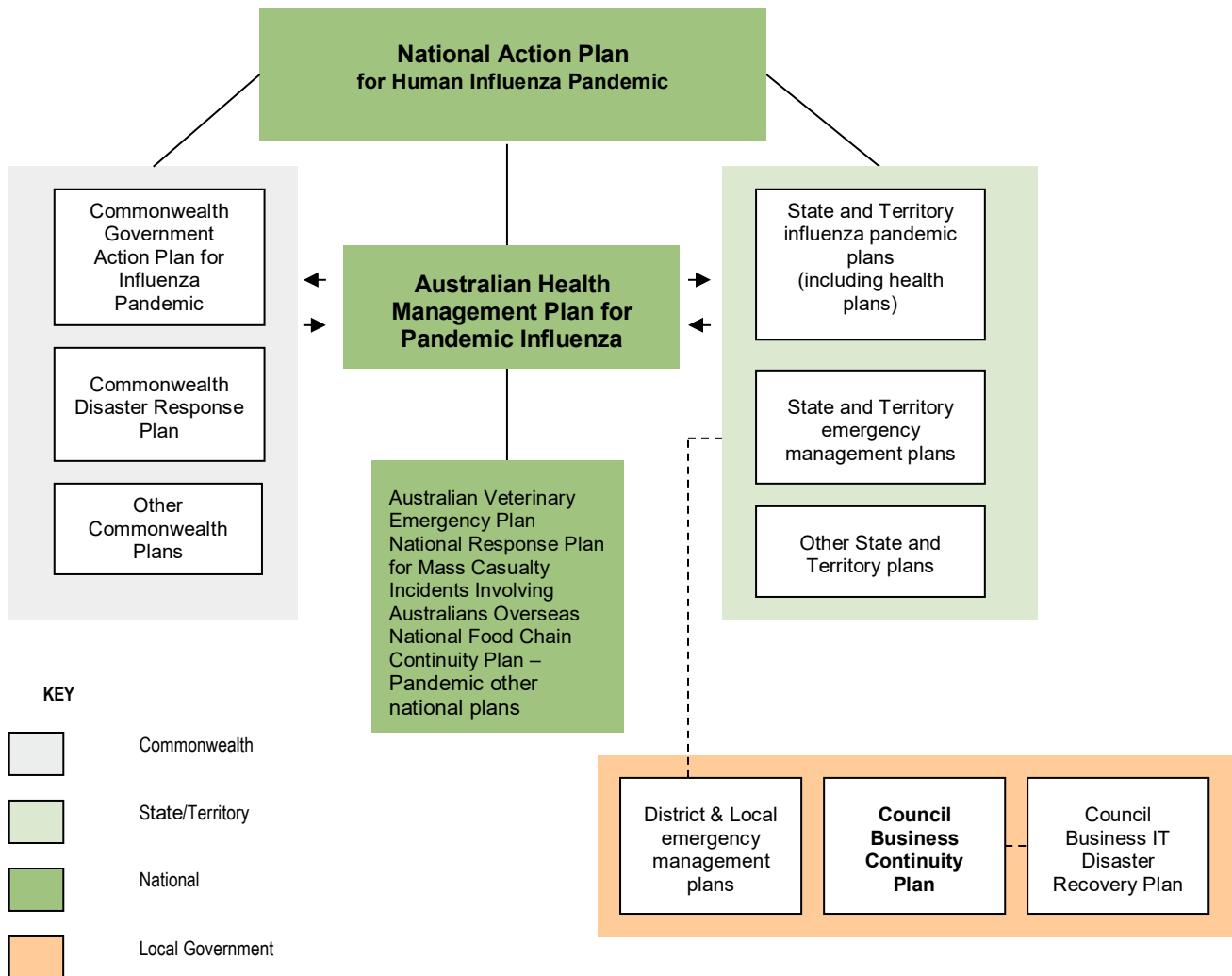
5.1. Pandemic Response Information Guide

If a pandemic of any description was to eventuate within any local government area, it is probable that the Local Emergency Management Committee (LEMC) for that LGA would be activated and the Emergency Operations Centre would be opened. This would be under the control of the Local Emergency Controller (LEOCON) NSW Police, and the State Emergency Management Committee (SEMC) would have a coordination role or watching brief. It is the responsibility the LEMC to plan for events of this nature occurring within their LGA. The LEMC is made up of members of all 5 combat agencies in NSW (Police, Fire, Ambulance, SES and RFS) and functional groups such as Docs, NSW infrastructure (Public Works), Dept. Primary Industries, etc. There are pandemic plans in existence at a National level, State level and at a local level (EMPLAN). The EMPlan is the disaster plan of the LEMC and within that they are required to build contingencies for Pandemic.

The BCP model places the importance on identifying what functions are critical to the business in delivering its objectives, identifying likely failure scenarios (Pandemic, loss of IT etc.) for those critical business functions and then developing plans to ensure the continuity of those critical functions.

A pandemic event occurring may result in a failure scenario that leads to “loss of critical staff”. It is the impact of that loss scenario that the specific critical functions BCPs have identified and have developed strategies to respond accordingly. Where the impact is significant across the organisation it will be managed at the CMT level. If the event is deemed a Pandemic, then it will be managed at State and Federal levels.

National, State & Local Pandemic Planning Matrix



Phases of Human Influenza Pandemic

		Global phase	Australian phase	Description of phase	AHMPPI 2008 Australian phases
RECOVERY	PREVENTION AND PREPAREDNESS	AUS 0		No circulating animal influenza subtypes in Australia that have caused human disease	
		1	Overseas 1	Animal infection overseas: the risk of human infection or disease is considered low	
			AUS 1	Animal infection in Australia: the risk of human infection or disease is considered low	
		2	Overseas 2	Animal infection overseas: substantial risk of human disease	
			AUS 2	Animal infection in Australia: substantial risk of human disease	
		3	Overseas 3	Human infection overseas with new subtype/s but no human to human spread or at most rare instances of spread to a close contact	ALERT
			AUS 3	Human infection in Australia with new subtype/s but no human to human spread or at most rare instances of spread to a close contact	
	RESPONSE	4	Overseas 4	Human infection overseas: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	DELAY
			AUS 4	Human infection in Australia: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	
		5	Overseas 5	Human infection overseas: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk)	DELAY
			AUS 5	Human infection in Australia: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk)	
		6	Overseas 6	Pandemic overseas: increased and sustained transmission in general population	DELAY
			AUS 6a	Pandemic in Australia: localised (one area of country)	CONTAIN
			AUS 6b	Pandemic in Australia: widespread	SUSTAIN
			AUS 6c	Pandemic in Australia: subsiding	CONTROL
	RECOVER		AUS 6d	Pandemic in Australia: next wave	RECOVER
	RECOVERY				

Source: National Action Plan April 2009

Recommended Actions for Australian Businesses

Aus Phase	Description of phase	Recommended Actions for Australian Businesses
Aus 4	Human infection in Australia: Smaller cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	<ul style="list-style-type: none"> Consider implementing remote work arrangements Consider suspending all overseas/interstate travel Purchase health and safety consumables such as disinfectant, gloves and face masks Distribute hard copies of staff contact and supplier contact list Educate staff that if they get sick and recover, they should return to work as they will be immune to the disease. If they believe they are unwell, they should not go to work. Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms Provide staff with details of the location of fever clinics, designated influenza hospitals, infection control guidelines, the hotline for influenza and other relevant information Exercise the Business Continuity Plan examine how continuity will be affected in an environment of high absenteeism including up to 50% absenteeism, when regions are quarantined, preventing staff and goods from leaving or arriving, and when schools are closed and other social distancing is introduced. Plan to allow staff to work from home Plan for ways to increase social distancing in the workplace, e.g. video conferencing Identify the conditions where all but the critical functions would be suspended Update company succession plans in case the key staff succumb Review insurance policies for pandemic coverage
Aus 5	Human infection in Australia: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted	<ul style="list-style-type: none"> Activate remote work arrangements Implement social distancing at work Cancel all non-essential work Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives Maximise building ventilation Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures Undertake daily temperature checks of staff Clean phones and all touched surfaces between shifts
Aus 6a	Pandemic in Australia: localised (one area of country)	<ul style="list-style-type: none"> Maintain a register of staff who get sick but recover, as they are immune to the disease.
Aus 6b	Pandemic in Australia: Widespread	<ul style="list-style-type: none"> Encourage immune staff to return to work Maintain contact with all employees and provide situational updates
Aus 6c	Pandemic in Australia: Subsided	<ul style="list-style-type: none"> When vaccine becomes available, organise for all non-immune staff to be vaccinated as early as practical Implement plan for the restoration of operations

Adapted from: *National Security Briefing Notes May 2009*



6. Forms and Templates

Business Continuity Procedure Forms and templates



List of Forms and Templates

Title	Page
BCP Form 1 - Business Interruption Event Checklist	28
BCP Form 2 - Business Continuity Coordination Centre Checklist	30
BCP Form 3 – BCCC Resource Kit	32
BCP Form 4 - CMT - Initial Meeting Agenda	33
BCP Form 5 - Media Release – Council Service Disruption	35
BCP Form 6 – Business Continuity Debrief	37
BCP Form 7 – Business Continuity Management Training Record	39
BCP Form 8 – Session Attendance Record	40



BCP Form 1 - Business Continuity Event Checklist

Use this checklist to ensure all essential actions are managed when responding to a significant business interruption event.

Business Interruption Event Checklist			
Item	Action Required	Action Responsibility	Check ✓
1. Incident Notification	Initial assessment of incident and determination whether impact likely to affect Critical Functions and exceed MAO. Escalate to Director	Direct Manager & Director of affected Critical Function area/s	<input type="checkbox"/>
2. Situation Assessment	Assess situation following event and seek report from (assemble or contact) Divisional Heads. Determine whether to declare a Business Interruption Event , based on available information	GM & Directors	<input type="checkbox"/>
If NO	Manage in accordance with management protocols and resources		
If YES to above	Activate BCP arrangements and assume CMT roles		
3. BC Coordination Centre	Determine appropriate Coordination Centre location and necessary resources required, subject to incident and premises fit out requirements	CMT Leader; CMT Coordinator	<input type="checkbox"/>
a. Assemble full CMT	Inform all CMT Members, including Tactical Support to assemble at agreed BCCC	CMT Admin Support / CMT Coordinator	<input type="checkbox"/>
b. Inform Dept. (Staff)	Inform all Depts. of declaration and instruct of interim action (Staff movement, implementation of Sub Plans, etc.).	CMT Members	<input type="checkbox"/>
c. Inform elected members	Inform Mayor and Elected members of declaration and interim arrangements	CMT Leader	<input type="checkbox"/>
4. Emergency Liaison (if applicable)	Liaise with emergency services (if required), following emergency management procedures and plans. Emergency Services contacts; refer to BCP Contacts List	LEMO or CMT Leader to assign a Liaison	<input type="checkbox"/>
5. Initial CMT Meeting	<ul style="list-style-type: none"> Initial CMT meeting Full CMT present Follow Initial Meeting Agenda 	CMT Leader and all CMT Members	<input type="checkbox"/>
	Establish Communication Rules Agree on method and frequency of communication with Managers	CMT Leader and CMT Members	<input type="checkbox"/>
	Display Boards Set up display boards around room to capture key information. Refer to BCP Form 2	CMT Coordinator	<input type="checkbox"/>

Business Interruption Event Checklist			
Item	Action Required	Action Responsibility	Check ✓
	Media Liaison Establish protocol (content, timing and frequency) to manage media & communications	CMT Leader and Media Support	<input type="checkbox"/>
	Staffing Impacts <ul style="list-style-type: none"> Determine situation and impact on staff – in general. Consider personal impacts of incident on staff and implement Employee Assistance Program measures as appropriate. Consider if Next of Kin need to be contacted Ensure all staff are being communicated with and have access to designated officer details for contact 	CMT Support for HR to manage and report CMT	<input type="checkbox"/>
	Critical Functions – <ul style="list-style-type: none"> follow individual BCPs in terms of Staff needs; Non-Critical Functions – <ul style="list-style-type: none"> CMT to determine requirements and scope for deployment of staff 	CMT Member for all areas / Managers/ CMT Support for HR	<input type="checkbox"/>
	Property Impacts <ul style="list-style-type: none"> Determine capacity for physical relocation of staff/ establishment of alternative work spaces / facilities, etc. Consider in line with Critical functions priorities 	CMT Member of affected Area / Section; CMT Support for Property & Assets	<input type="checkbox"/>
	Technology Impacts <ul style="list-style-type: none"> Determine IT impacts and measures to provide temporary services as required – Refer to individual BCPs minimum requirements and priorities. Arrange redirection of telephone services, if required. Notify of interim arrangements 	CMT Members for affected Critical Function area & CMT Support for IT	<input type="checkbox"/>
Ongoing	<ul style="list-style-type: none"> Regularly check on communications with Managers and staff as per agreed frequency and method Set reminder on a Display Board 	CMT Members CMT Coordinator	<input type="checkbox"/>



BCP Form 2 - Business Continuity Coordination Centre Checklist

DURING THE EVENT – ACTIONS TO ACTIVATE BCCC

Business Continuity Coordination Centre		
Levels of Activation	Detail	Actions
Initial level of activation	BCCC is activated on the authority of the CMT Leader only. BCC set up - Resource Kit is available and ready to deploy to the assigned BCCC	CMT Coordinator
Standby Stage	At this stage the BCCC is to be brought to a minimal operational capacity; Required equipment and staffing as determined by the situation.	CMT Coordinator
Full Activation	Set up Display Boards in BCCC: <ul style="list-style-type: none"> • Current Operations - showing all tasks currently being carried out • Contacts Display Board - used to display important contact information in regular use • Communication Rules – when and how often CMT communicate with Dept. heads (when and how HR communicates with Staff) • Resources Allocation Board - Showing resources location, resources committed and resources available • Staff Rosters (incl. breaks) for longer or protracted use of the BCCC • Timing Details recording of Briefing, Meetings Situation Report etc. • Media Releases Copies of publicly released materials 	CMT Coordinator with assistance of CMT Admin Support
	Extended Operations Staff Roster to be developed if protracted use of the BCCC is expected	CMT Coordinator to monitor
	Briefing Sessions Suitable briefing timing sessions to be identified by the CMT for: <ol style="list-style-type: none"> 1. Staff 2. Media 3. Community 4. Elected Members 	CMT Admin Support to arrange notification of briefing sessions CMT Leader to run sessions
	Management and Staffing See Responsibility Statements for nominated positions: CMT Leader CMT Admin Support CMT Members CMT Coordinator CMT Tactical Support Members	All
	Media Dedicated Media/ Comms Officer as part of Support Group. External Media are not permitted in the BCCC. The media briefing centre will be determined subject to which site is in operation as BCCC.	CMT Comms



Business Continuity Coordination Centre

Levels of Activation	Detail	Actions
Stand Down	Stand down of the BCCC will be at the discretion of the CMT Leader	CMT Leader
	A stand down of the BCCC operations may be a gradual phasing down over a period of time or it may be immediate cessation of the operation	CMT Leader to declare and inform CMT
	CMT Members and CMT Tactical Support Members provide details of their areas of responsibility to the CMT Leader	CMT Coordinator to arrange the setting down of the BCCC
Debrief	<ul style="list-style-type: none"> The CMT is to debrief with all members and Tactical Support members. Each Manager should also debrief with their Staff. Debrief provides as opportunity to review how the event was managed, consider any issues that arose, any improvements that could be made to the arrangements. Debrief must be recorded and any actions followed up. 	CMT Leader; CMT members Sub Plan Owners and Non critical function Managers and staff.

BCP Form 3 - Setting up the BCCC Resource Kit

Kit including a series of key admin and other critical resources has been created and kept at key locations.

Resources Kit (suggested resources to include)		
<p>A Resource Kit is a source of critical items required for use at the BCCC. Items include anything from batteries, charges, writing pads, copies of key documents, pens, paper, etc.</p> <p>The Kit must be maintained stocked, current and accessible at all times.</p>	<p>Plans and Documents</p> <p>Hard and soft copies of BCP including Directorate BCPs plus separate copies of Forms and Templates ready for use</p> <p>Employee contact list; emergency contact list and contact list for security access if necessary</p>	CMT Coordinator and CMT Admin Support to arrange
	<p>Administration</p> <p>(Stationery & equipment list to be developed and displayed on the outside of the Kit)</p> <p>Include items such as:</p> <ul style="list-style-type: none"> • Batteries; • chargers; • butchers paper; • pens; highlighters; markers; • blue tac; • USBs; • PC chargers; • extension leads 	CMT Coordinator to arrange
	<p>Other Forms as necessary</p> <p>CMT Coordinator to identify suitable forms to be used to collect and record information within the BCCC</p>	CMT Coordinator to arrange

There are two (3) Resource Kits available for use during a BC event. They are found at:

- White cliffs
- Main Administration Office
- Post Office

BCP Form 4 - CMT - Initial Meeting Agenda

- **CMT Leader** to call the Initial CMT Meeting
- **CMT Admin Support** – to maintain formal record of the meeting by including any Actions.

Date & Time of Meeting:			
BCCC Location:			
CMT Personnel Represented:	<ul style="list-style-type: none"> ▪ CMT Leader <input type="checkbox"/> CMT Members: ▪ Business Services <input type="checkbox"/> ▪ Shire Services <input type="checkbox"/> ▪ CMT Admin Support <input type="checkbox"/> ▪ CMT Coordinator <input type="checkbox"/> 	Tactical Support: People (HR) <input type="checkbox"/> Communications <input type="checkbox"/> IT <input type="checkbox"/> Facilities <input type="checkbox"/> Finance <input type="checkbox"/>	

Initial CMT Meeting Agenda Items
<ol style="list-style-type: none"> 1. CONFIRM all CMT and Tactical Support Members are present (they understand their responsibilities and assigned tasks (refer to Roles and Responsibility Statements in Part 1 – Manual if required) 2. Set Rules for Lines of Communication with Council Departments to and from the CMT (including frequency of communication) Note this on a Display Board 3. HR Tactical Support Member - Staff welfare and safety <ol style="list-style-type: none"> a. Initial message and assurance b. Establish communication method and frequency 4. Any associated Emergency Services issues 5. Facilities & Assets Tactical Support Member - Building facilities impact and availability / damage / security – <ol style="list-style-type: none"> a. Scheduling of site visit (if safe to do so) b. Salvage of building and/or equipment 6. IT Tactical Support Member - IT impact, availability and salvaging of equipment – 7. Notify insurer and seek advice / assistance 8. Communications Tactical Support Member - Establish/ agree on Communication arrangements (mode and timing) with: <ol style="list-style-type: none"> a. Public Relations / Media b. Elected Members 9. CMT Members – report and evaluate impact of disruption event 10. Business Impact Analysis <ol style="list-style-type: none"> a. Identification of affected departments

Initial CMT Meeting Agenda Items

- b. Level of loss or impact to Critical Services (refer to Table 1 - Critical Functions Resource Requirements in Part 2 – Procedure – page 17)
 - c. Potential 'down time' and prioritisation of Critical Functions by MAO timeframes
 - d. Impact on non-critical services (refer to Table 2 – List of Non-Critical Services in Part 2 - Procedure).
11. Response Strategies and monitor implementation of all above actions.
12. **End of Day:**
- a. Wrap up and update on the status of all actions
 - b. Make final contact with key personnel implementing these actions
 - c. Plan tomorrow's activities and start time. Confirm location of the BCCC in case a change is appropriate
 - d. Assign an Out of Hours Contact if necessary
 - e. Consider if anyone needs to be relieved / replaced by their Alternate
 - f. Consider any absences during the coming days

BCP Form 5 - Media Release – Council Service Disruption

Media Release

[Date]

[Heading]

<NAME>Council advises residents that on *(insert day & date)* Council's normal *(insert service category, i.e.: Customer Service Centre / swimming pool / library / or briefly describe other service category)* operations at *(insert location)* have been disrupted due to *(insert brief description of what caused the disruption)*.

The disruption occurred at *(insert approximate time)* on *(insert day & date)*. Council staff are putting in place alternative service arrangements and normal services will be resumed as soon as possible.

Members of the public should monitor local news reports or call *(insert phone number)* for more information.

Council will issue regular updates and will notify residents through the news media of interim arrangements and or when normal services are restored.

Media Contact:

[Name], [Role / Media Coordinator], [Contact details]

Media Enquiry Form

Information required	Response
Taken by:	
Nature of the Enquiry	
Date, time of call	
Journalist Name	
Contact number/s	
Media outlet	
Deadline	
Publication date	
QUESTION	
Responded by:	
Position	
RESPONSE	
Response issued date/time	

BCM Form 6 - Business Disruption Event Debrief Checklist

Business Disruption Event DEBRIEF				
Item	Detail	Action	Responsibility	Timeframe
1. General Event description (incl period of duration)				
2. Overall impact				
3. Strategy implementation				
4. Timing of response				
5. Outcomes of the event				
6. Any issues: a. Resources b. Response time c. Limitations d. Other?				
7. Any compliance breaches				
8. Any longer term impacts				

Business Disruption Event DEBRIEF				
Item	Detail	Action	Responsibility	Timeframe
9. Effectiveness of documentation				
10.What worked; why				
11.What did not work; why				
12. Any could haves, should haves, would haves?				
13.Other proposed improvements				
14.Review documentation				
15.Other general comments				

BCM Form 7 - Business Continuity Management - Training Record

Date	Activity Training (Induction; Full; Refresher; Awareness);Exercise (scenario, desk top; other)	Facilitator (Name; position; Organisation)	Invited (group name and numbers)	Attended (group name and numbers)	Record Keeper (Name & position)

Activity			
Client			
Date		Time	
Venue/ Location			
Facilitator/s- Name position			

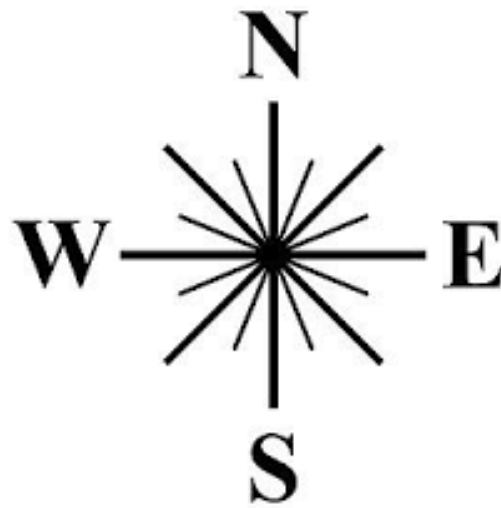
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Effective date
26 August 2020

Version:
2

Next Review Date
26 August 2021

Page 40 of 41



Works Program July 2020

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Planning Proposal

To reclassify four (4) allotments from Community to Operational land and discharge Council interests to facilitate the development of a health services facility, Bonney Street, Wilcannia

Amendment to Central Darling Local Environmental Plan 2012

Proposal

The planning proposal involves the reclassification of four (4) lots owned by Central Darling Shire Council from Community to Operational land, the discharging of Council interest to facilitate the disposal and consolidation of the land for the development of a health services facility. The land will retain the existing R1 General Residential zone and minimum lot size (800m²) provisions which currently apply under the Central Darling Local Environmental Plan 2012.

The land is owned by Central Darling Shire Council and is classified as Community land under the Local Government Act 1993. It is Council's intention to dispose of the allotments to Maari Ma Health Aboriginal Corporation and consolidate the allotments to facilitate the development of a health services facility on the land. Concept plans of the health services facility – wellbeing centre that will be subject to Council consent are provided at **Attachment A**.

All lots are vacant and not currently utilised as formal public open space in Wilcannia.

The existing R1 General Residential zone permits a health services facility with consent, however the land needs to be reclassified to Operational land to allow Council to sell the land.

Site location and context

The subject land is described as Lots 2, 3 and 4 DP 1201089, Bonney Street, Wilcannia, and Lot 111 DP 1201028, Bonney Street Wilcannia. The total area of the land is approximately 5,085m². Refer to Locality Maps below.

The Certificate of Title of each parcel is provided as **Attachment B**. Details of each parcel are provided in **Attachment C**.

The sites are located to the east of the town centre of Wilcannia. Surrounding land is zoned R1 General Residential and adjoins the existing Wilcannia Hospital.

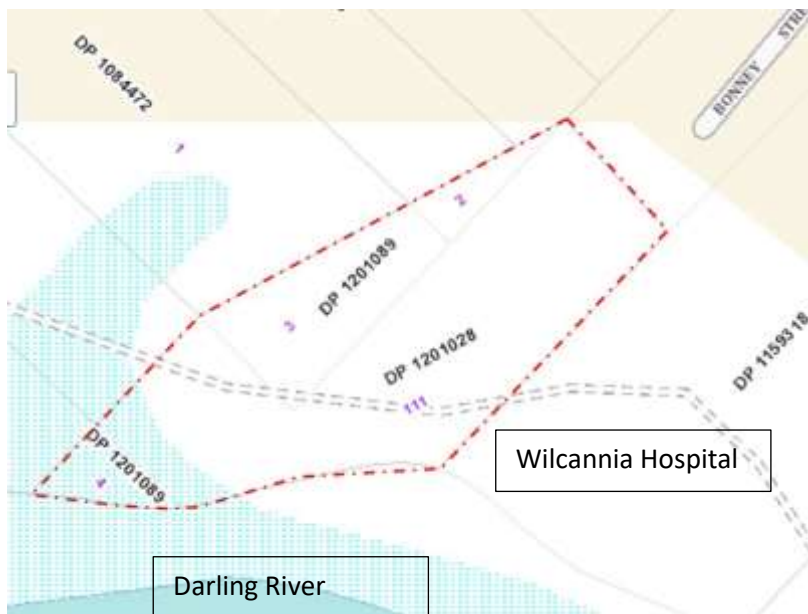
Lot 4 has frontage to the Darling River, however, is wholly contained within the R1 General Residential zone.

Locality Map – Wilcannia and subject land (not to scale)



Source: Six Maps

Cadastral Information



Source:- SIX Maps

Subject land – Aerial photo - Source: Six Maps Current zoning – Source: NSW Planning portal



All lots are owned and managed by Council and are vacant as shown on the imagery above. The planning proposal seeks to reclassify the land from Community to Operational land, to allow the sale of the land and that is proposed to be developed as a health services facility.

Objectives and intended outcomes

The objective of this planning proposal is to reclassify the subject land from Community to Operational Land and discharge Council's interest in the land. Council is not proposing to change the zoning or minimum lot size provisions of subject lots.

Explanation of provisions

The reclassification of the lots from Community to Operational land will enable the lots to be disposed of by Council and to be developed for a health services facility.

The proposed provisions in the planning proposal will achieve the intended outcomes by listing the subject land in Schedule 4 Classification and reclassification of public land Part 2 Land classified, or reclassified, as operational land – interests changed of Central Darling LEP 2012.

No mapping changes are required.

Justification

Need for the planning proposal

Is the planning proposal a result of any strategic study or report?

The planning proposal has been prepared having regard to the Department's *Practice Note PN 16-001- Classification and reclassification of public land through a LEP*. The planning proposal is not the result of any strategic study or report. Health Services facility is a permissible use under the Central Darling LEP 2012. The proposal is a result of a development opportunity for a health services facility adjoining the existing hospital and to be able to sell the land a reclassification is required. This is the most suitable site for the development.

The land is strategically located near the Wilcannia Hospital and will be developed as an integral part and complementary to the facility. The health services facility will be access through the Wilcannia Hospital facility.

Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

Council's intention is to reclassify the subject land and discharge interests in the land with the objective to dispose the land. This site has been chosen as a result of community consultation. The planning proposal process is the best mechanism to allow Council to dispose of the land. The objective of the proposal to sell the land can only be achieved through an amendment to the Central Darling Local Environmental Plan 2012 via a planning proposal and approval of the Governor.

Relationship to strategic planning framework

Far West Regional Plan 2036

The proposal is consistent with the Far West Regional Plan. Direction 22 *Collaborate and partner with Aboriginal Communities* and Direction 23 *Improve Access to local health services, aged care and seniors housing* is directly applicable to the proposal. The Plan does not address the reclassification of land.

The proposal is directly consistent with Direction 22, as the reclassification of the land will allow Council to discharge the subject land to the Maari Ma Aboriginal Health Corporation for the development of the health services facility.

The proposal is directly consistent with Action 23.1 as the proposal will result in the development of a health services facility adjoining the existing hospital in Wilcannia, providing complimentary services for the community.

The site is small (5,085m²) and adjoins the town centre of Wilcannia and the existing hospital. The proposal is consistent with the Regional Plan as it will provide essential community health services to the town of Wilcannia and the Far West Region. The subject land can be better utilised by disposal by Council to facilitate the development of the health services facility.

There is no current strategic land use plan applicable to the reclassification of land in the

Consistency with relevant SEPPs

Refer to **Attachment D**.

Consistency with Section 9.1 Directions

Refer to **Attachment D**.

Local Land use Strategy

The Department endorsed Central Darling Strategy dated November 2012 applies to the land. The proposal is consistent with this strategy.

Environmental Social and economic impact

Is there any likelihood that critical habitat or threatened species, populations or ecological communities or their habitats, will be adversely affected as a result of the proposal?

No. The planning proposal is not likely to adversely impact on critical habitats or threatened species, populations or ecological communities, or their habitats. The land is cleared and vacant. The proposal will result in the reclassification of the land from community to operational land, and be disposed of by Council, culminating in the construction of a health services facility. It will not permit development in any areas with critical habitats or threatened species, populations or ecological communities, or their habitats. The use of the land for a health service facility is permissible with Council consent now and the environmental, social and economic impacts will be considered at the development application stage.

Consultation with NSW Environment, Energy and Science will be undertaken in relation to biodiversity and flooding considerations.

Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

No. There are no likely negative environmental effects associated with the planning proposal. The proposed amendments are administrative in nature and unlikely to result in any environmental effects. Development applications based on the proposed changes to the Central Darling LEP 2012 will be subject to a detailed assessment, where the environmental effects are considered. While the site adjoins residential land to the west, north and east, there is potential for some land use conflict, in terms of noise and traffic during hours of operation once the health services facility has been completed. The proposed facility will be integral and compatible with the Wilcannia Hospital. This assessment will consider consistency with the desired future character of the neighbourhood at the development application stage.

The subject land is not identified as flood prone under the provisions of the Central Darling LEP 2012. However, there is informal information that indicates the site is flood prone. It is being proposed that the finished floor levels will be similar to the Wilcannia Hospital facility. This will be addressed through the development application process.

Has the planning proposal adequately addressed any social and economic impacts?

The social cost of this development is that the reclassification will limit the availability of Council owned lands, public reserves and open space that will be utilised by the broader community, however, the proposal will provide a much need new health facility for the community. The proposal will be positive in that it provides for the opportunity for a health services facility development integrated with the Wilcannia Hospital, another option for health care and employment opportunities during construction and ongoing operation.

Mapping

No mapping changes are required for this proposal. The current zoning and minimum lot size will be retained.

Community Consultation

As the proposal is a reclassification, a period of 28 days exhibition is proposed, in line with Council's Community Participation Plan. A public hearing will also be required as the land is proposed to be reclassified.

Agency Consultation

Agency consultation will be undertaken with Crown Lands, NSW Rural Fire Service, Environment, Energy and Science (biodiversity and flooding issues) and the Office of Local Government.

Project timeline

The proposal is expected to be finalised within 12 months of receiving a Gateway determination.

A draft timeline is provided below:

Action	Anticipated date
Gateway determination received	September 2020
Completion of technical information	October 2020
Agency consultation	October 2020
Public exhibition	October 2020
Consideration of submissions	November 2020
Public Hearing	December
Council meeting	February 2021
Submission for finalisation	March 2021

Additional time has been provided to account for any delays in the process and the NSW Governor's approval to change the interests in the subject land.

As Council is a landowner and has an interest in the proposal. For that reason Council is not requesting to be authorised to exercise plan making delegations in this instance.

Attachments

A – Proposed Development – concept plans by Troppo Architects

B – Certificates of Title for each parcel

C – Details of each parcel

D – SEPP and Section 9.1 Direction checklists.

A – Proposed Development – concept plans by Troppo Architects

B – Certificates of Title for each parcel

C – Details of each parcel

Lot 2 DP 1201089	
Property Owner	Central Darling Shire Council
Current classification	Community Land
Proposed classification	Operational Land
Title	Freehold
Public reserve	Yes
Zoning	R1 General Residential
Minimum Lot Size	800m ²
Area	161.71m ²
Planning/Environmental constraints	Bushfire Prone Land – Vegetation Buffer
Background information and how acquired	VOL 5013 FOL 188
Certificate of title provisions, restrictions on the land	NIL
Council interests	Yes
Is it proposed to discharge the land?	Yes
Current uses (authorised and unauthorised)	Vacant and undeveloped public open space
Strategic and Site Specific Merit issues	Not utilised as public open space
Lot 3 DP 1201089	
Property Owner	Central Darling Shire Council
Current classification	Community Land
Proposed classification	Operational Land
Title	Freehold
Public reserve	Yes
Zoning	R1 General Residential
Minimum Lot Size	800m ²
Area	722.95m ²
Planning/Environmental constraints	Bushfire Prone Land – Vegetation Buffer
Background information and how acquired	VOL 5045 FOL 17
Certificate of title provisions, restrictions on the land	NIL
Council interests	Yes
Is it proposed to discharge the land?	Yes
Current uses (authorised and unauthorised)	Vacant and undeveloped public open space
Strategic and Site Specific Merit issues	Not utilised as public open space

Lot 4 DP 1201289

Property Owner	Central Darling Shire Council
Current classification	Community Land
Proposed classification	Operational Land
Title	Freehold
Public reserve	Yes
Zoning	R1 General Residential
Minimum Lot Size	800m ²
Area	222.05m ²
Planning/Environmental constraints	Bushfire Prone Land – Vegetation Buffer
Background information and how acquired	VOL 5483 FOL 167
Certificate of title provisions, restrictions on the land	NIL
Council interests	Yes
Is it proposed to discharge the land?	Yes
Current uses (authorised and unauthorised)	Vacant and undeveloped public open space
Strategic and Site Specific Merit issues	Not utilised as public open space

Lot 111 DP 1201028

Property Owner	Central Darling Shire Council
Current classification	Community Land
Proposed classification	Operational Land
Title	Freehold
Public reserve	Yes
Zoning	R1 General Residential
Minimum Lot Size	800m ²
Area	3978.83m ²
Planning/Environmental constraints	Bushfire Prone Land – Vegetation Buffer
Background information and how acquired	FOLIO: 111/1201028
Certificate of title provisions, restrictions on the land	Boundaries of lot have not been investigated by Valuer General
Council interests	Yes
Is it proposed to discharge the land?	Yes
Current uses (authorised and unauthorised)	Vacant and undeveloped public open space
Strategic and Site Specific Merit issues	Not utilised as public open space

D – SEPP and Section 9.1 Direction checklists

Section 9.1 Direction	Applicable (Y/N)	Consistent (Y/N)	Comments/Justification
1. Employment and Resources			
1.1 Business and Industrial Zones	N	N	
1.2 Rural Zones	N	N	
1.3 Mining, Petroleum Production and Extractive Industries	N	N	
1.4 Oyster Aquaculture	N	N	
1.5 Rural Lands	N	N	
2. Environment and Heritage			
2.1 Environment Protection Zones	N	N	
2.2 Coastal Protection	N	N	
2.3 Heritage Conservation	N	N	
2.4 Recreation Vehicle Areas	N	N	
2.5 Application of E2 and E3 Zones and Environmental Overlays in Far North Coast LEPs	N	N	
2.6 Remediation of Contaminated Land	Y	Y	There is no known contamination of the subject land, or activities which may have resulted in land contamination. The proposal is therefore consistent with this Direction. Council will consider the potential contamination at development application stage.
3. Housing, Infrastructure and Urban Development			
3.1 Residential Zones	Y	Y	This Direction applies to the subject lots currently zoned for residential use (zone R1 General Residential). The proposal to reclassify the land will not increase the development potential of the subject lots as they were all created for development purposes.
3.2 Caravan Parks and Manufactured Home estates	N	N	
3.3 Home Occupations	N	N	

3.4 Integrating Land Use and Transport	N	N	
3.5 Development Near Regulated Airports and Defence Airfields	N	N	
3.6 Shooting Ranges	N	N	
3.7 Reduction in non-hosted short term rental accommodation period	N	N	
4. Hazard and Risk			
4.1 Acid Sulfate Soils	N	N	
4.2 Mine Subsidence and Unstable Land	N	N	
4.3 Flood Prone Land	N	Y	The subject land is not identified as flood prone under the provisions of the Central Darling LEP 2012 and the proposal is therefore consistent with this Direction. However, there is informal information that indicates the site may be flood prone. It is being proposed that the finished floor levels will be similar to the Wilcannia Hospital facility. This will be assessed at the development application stage.
4.4 Planning for Bushfire Protection	Y	Y	Lot 4 is identified as being Vegetation Category 3 of bushfire prone land. The reclassification of the land will not impact the bushfire safety risk of the land, and consultation will occur with the NSW Rural Fire Service prior to community consultation to satisfy this inconsistency.
5. Regional Planning			
5.1 Implementation of Regional Strategies	N	N	
5.2 Sydney Drinking Water Catchments	N	N	
5.3 Farmland of State and Regional Significance on the NSW Far North Coast	N	N	
5.4 Commercial and Retail Development along the Pacific Highway, North Coast	N	N	

5.5 Development in the vicinity of Ellalong, Paxton and Millfield (Cessnock LGA) (Revoked 18 June 2010)	N	N	
5.6 Sydney to Canberra Corridor (Revoked 10 July 2008. See amended Direction 5.1)	N	N	
5.7 Central Coast (Revoked 10 July 2008. See amended Direction 5.1)	N	N	
5.8 Second Sydney Airport: Badgerys Creek (Revoked 20 August 2018)	N	N	
5.9 North West Rail Link Corridor Strategy	N	N	
5.10 Implementation of Regional Plans	Y	Y	This Direction applies to the planning proposal as it relates to directions of the Far West Regional Plan. As previously described, the planning proposal is consistent with the directions of the Regional Plan. Therefore, the proposal is consistent with this Direction.
5.11 Development of Aboriginal Land Council land	N	N	
6. Local Plan Making			
6.1 Approval and Referral Requirements	N	N	
6.2 Reserving Land for Public Purposes	Y	Y	This Direction applies to the proposal as the objective is to reclassify the subject land from a public reserve to operational with the intention of selling the land for development purposes. The outcome of this proposal will reduce the availability of Council owned land for public purposes in Central Darling LGA. The planning proposal is inconsistent with this Direction however the Department can be satisfied that the inconsistency is of minor significance. The subject land is not required for open space as there is adequate useable open space available elsewhere in Central Darling LGA.

6.3 Site Specific Provisions	N	N
7. Metropolitan Planning		
7.1 Implementation of A Plan for Growing Sydney	N	N
7.2 Implementation of Greater Macarthur Land Release Investigation	N	N
7.3 Parramatta Road Corridor Urban Transformation Strategy	N	N
7.4 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	N	N
7.5 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N	N
7.6 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N	N
7.7 Implementation of Glenfield to Macarthur Urban Renewal Corridor	N	N
7.8 Implementation of Western Sydney Aerotropolis Interim Land Use and Infrastructure Implementation Plan	N	N
7.9 Implementation of Bayside West Precincts 2036 Plan	N	N
7.10 Implementation of Planning Principles	N	N

for the Cooks Cove
Precinct

State Environmental Planning Policy (SEPP)	Applicable (Y/N)	Consistent (Y/N)	Comments/Justification
State Environmental Planning Policy No 1—Development Standards	N	N	
State Environmental Planning Policy No 19—Bushland in Urban Areas	N	N	
State Environmental Planning Policy No 21—Caravan Parks	N	N	
State Environmental Planning Policy No 33—Hazardous and Offensive Development	N	N	
State Environmental Planning Policy No 36—Manufactured Home Estates	N	N	
State Environmental Planning Policy No 44—Koala Habitat Protection	N	N	
State Environmental Planning Policy No 47—Moore Park Showground	N	N	
State Environmental Planning Policy No 50—Canal Estate Development	N	N	
State Environmental Planning Policy No 55—Remediation of Land	Y	Y	The subject land has not previously been used for primary production, and Council is of the view that there is limited potential for any contamination on the site. Council will consider this issue at the development application stage.
State Environmental Planning Policy No 64—Advertising and Signage	N	N	
State Environmental Planning Policy No 65—Design Quality of Residential Apartment Development	N	N	
State Environmental Planning Policy No 70—Affordable Housing (Revised Schemes)	N	N	

State Environmental Planning Policy (Aboriginal Land) 2019	N	N
State Environmental Planning Policy (Affordable Rental Housing) 2009	N	N
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	N	N
State Environmental Planning Policy (Coastal Management) 2018	N	N
State Environmental Planning Policy (Concurrences) 2018	N	N
State Environmental Planning Policy (Educational Establishments and Child Care Facilities) 2017	N	N
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	N	N
State Environmental Planning Policy (Gosford City Centre) 2018	N	N
State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004	N	N
State Environmental Planning Policy (Infrastructure) 2007	N	N
State Environmental Planning Policy (Kosciuszko National Park—Alpine Resorts) 2007	N	N
State Environmental Planning Policy (Kurnell Peninsula) 1989	N	N
State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007	N	N
State Environmental Planning Policy	N	N

(Miscellaneous Consent Provisions) 2007		
State Environmental Planning Policy (Penrith Lakes Scheme) 1989	N	N
State Environmental Planning Policy (Primary Production and Rural Development) 2019	N	N
State Environmental Planning Policy (State and Regional Development) 2011	N	N
State Environmental Planning Policy (State Significant Precincts) 2005	N	N
State Environmental Planning Policy (Sydney Drinking Water Catchment) 2011	N	N
State Environmental Planning Policy (Sydney Region Growth Centres) 2006	N	N
State Environmental Planning Policy (Three Ports) 2013	N	N
State Environmental Planning Policy (Urban Renewal) 2010	N	N
State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017	N	N
State Environmental Planning Policy (Western Sydney Employment Area) 2009	N	N
State Environmental Planning Policy (Western Sydney Parklands) 2009	N	N