



# **Central Darling Shire Council**

## **END OF TERM REPORT**

————— 2025 —————



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## Message from the Administrator

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# Administrator's Introduction

In July 2024 the NSW Government announced plans to bring Central Darling Shire Council out of Administration. Central Darling Shire will become a 'Rural and Remote Council.' On the first Council meeting the Council will come out of Administration after being placed into it in 2013 after a Public Inquiry.

I wish to acknowledge the work undertaken by the first Administrator Mr Greg Wright who undertook the financial restructuring of the organisation and developed the initial Long Term Financial Plan to guide recovery.

I was appointed as Administrator on 25 January 2019 by the NSW Minister for Local Government. An Administrator performs all the functions of an elected Council and is supported by the General Manager and Directors. Central Darling Shire encompasses an area of over 53,000 square kilometres and is the largest Local Government Area (LGA) in New South Wales. The shire's population is only around 2,000 people, one of the lowest of any local government area in Australia. Aboriginal people comprise around 50 percent of the Central Darling population.

The shire is bisected by the Baaka (Darling) River and

important wetlands encompassing the Menindee lakes system. The local economy is based on a mixture of pastoral, horticultural, agricultural, mining and tourism activities.

Shire residents face significant challenges, and these relate to being a remote shire with towns and villages separated by large distances.

Many connecting roads are unsealed and impassable following rain. The lack of dependable drinking water supplies, inadequate telecommunications infrastructure, insufficient housing and the high costs of goods and services are just some of the hardships that Central Darling communities continue to endure. Council relies on grant support from State and Federal governments because the small population and subsequent low-rate base mean it is an impossible task for Council to fund all that is required to meet expectations.

The future success of the Shire will depend upon the continued support of government and sound financial management of the Council.

Since my appointment I have focussed on rebuilding the governance processes and systems required for a sustainable Council to operate. This has proved to be challenging



as we have also had to deal with and resolve several long-term legacy issues that existed in the organisation.

Whilst doing this the organisation had to conduct its day-to-day business, and was interrupted by the occasional natural disaster like drought, floods, fish kills and Covid.

This report will demonstrate the progress made and this has only been possible through the efforts of our staff, the support by government and the ongoing resilience of our communities.

It has been my absolute pleasure to represent and lobby on behalf of our residents to improve lifestyle and infrastructure of Central Darling.

I wish the Council its staff and the community every success for the future.

Kind Regards  
Bob Stewart

## Council Mission Statement

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



# History of Administration

In June 2014 the Central Darling Shire Council Interim Administrator, Greg Wright, produced a Recovery Plan report for the Council.

It was stated that the aim of the plan was to set out the key issues of concern in relation to the sustainability of the Central Darling Shire Council; to identify measures already undertaken or set in train to deal with those issues; and to provide continuing guidance to the Council organisation in building capacity and sustainability for the future. During February and March 2014 a “forensic accounting investigation” was commissioned by the Office of Local Government and conducted by accounting firm RSM Bird Cameron. That report contained a number of recommendations to address the financial sustainability of the Council.

In the report it was stated that the circumstances giving rise to, and the reasons for, the suspension of the Council were described largely in financial terms. For the purpose of the Recovery Plan the solutions were grouped into four main areas:

## • Financial Sustainability

This is the fundamental and structural capacity of the Council to continue providing effective services and facilities to its population without the intervention of other levels of government beyond the normal support and funding accessible and available to any local government authority. Matching expenditures to revenues; setting appropriate levels of service; and determining which activities are undertaken and how it will dictate if the Council organisation can survive as a (relatively) independent organisation. This is about the Council’s ability to exist and

**Since 2013 Central Darling Shire Council has been governed by a single Administrator instead of a group of elected councillors.**

**In December 2013, the Governor of NSW dismissed the elected councillors of Central Darling Shire Council because of major financial and governance issues, and in their place appointed an Administrator.**

*- Source: Office of Local Government*

During February and March 2014 a “forensic accounting investigation” was commissioned by the Office of Local Government and conducted by accounting firm RSM Bird Cameron. That report contained a number of recommendations to address the financial sustainability of the Council.

deliver on its charter unsupported. It was stated that merely adopting a balanced budget would not return the Council to a sustainable financial position as it needed to recover from its overdraft position, re-establish its essential cash reserves and rebuild sufficient working capital to fund its operations. “Daunting challenges” in an environment where essential services must also be maintained. It was stated that operating surpluses of around \$500,000 annually for at least four consecutive years would be necessary to achieve this.

## • Financial Systems & Financial Management

This considered the question of how financial decisions were made and how meaningful information was maintained, presented and utilised in decision making. The RSM report addressed a raft of recommendations in this respect and formed the basis for the actions proposed in the Plan.

## • Compliance and Governance

A culture of good governance – which leads to a culture of compliance – needed to be developed, reinforced and monitored. There needed to be a full and thorough review of the policies, practices and processes of the Council organisation.

## • Leadership

As a remote, rural Council of small size it has always been difficult to attract and retain senior staff and specialized professionals.

Source: <https://www.olg.nsw.gov.au/wp-content/uploads/Central-Darling-Shire-Council-Interim-Administrators-report-June-2014-1.pdf>





# Natural Disasters - Challenges



*Cobb Highway - south of Ivanhoe 2023.*



*Massive damage to road infrastructure at Menindee 2023.*

## Big costs from natural disasters

Central Darling Shire has faced flooding (2022–25), fish kills, drought, COVID-19 community outbreaks, and a major storm in 2024.

In each instance, Council led coordinated emergency responses, recovery operations, and long-term resilience planning.

However, Central Darling Shire Council is not in a position, on its own, to manage natural disasters in terms of financial costs and also the skills and resources needed to address subsequent impacts on vulnerable residents.

Council relies heavily on government funding during disasters and also the support of government agencies, Local Emergency Management Committee members and volunteers.



*Menindee Fish deaths. .*



*Menindee Fish deaths. .*

## Achievements under Administration

# Integrated Planning & Reporting



Council staff have implemented the Integrated Planning and Reporting Framework. Central Darling Shire Council is strongly focused on its Community Plan documents. The suite of documents includes:

- Operational Plan
- Community Strategic Plans
- Town and District Improvement Plans
- Long Term Financial Plan
- Workforce Management Plan

Our residents face significant challenges and these

documents are important in setting the direction of Council as it addresses the identified community issues and concerns outlined in the various planning documents.

The challenges faced by people in Central Darling relate to being a remote shire with towns and villages separated by large distances. Many connecting roads are unsealed and impassable following rain.

Inadequate telecommunications infrastructure, insufficient housing

and the high costs of goods and services are just some of the hardships that our communities continue to endure.

The Community Plans are on Council's website. These plans belong to the community and were the result of community consultation.

Operational Plan progress reports are also placed on the website. The Council continues to make progress on addressing identified issues to help improve the lives of Central Darling Shire residents.



The above diagram identifies the various components of Central Darling Shire's Integrated Planning and Reporting framework and how they are linked to each other.



# Audit and Risk Improvement

**Audit & RISK  
Improvement  
Committee  
(ARIC)**



Central Darling Shire Council established its Audit, Risk, and Improvement Committee (ARIC) in 2021, following changes to the Local Government (General) Regulation 2021 (NSW). The ARIC provides independent oversight to support good governance, risk management, and continuous improvement. The committee consists of four

independent, paid members with expertise in areas such as finance, audit, governance, and compliance.

## Key Responsibilities

ARIC advises Council by reviewing:

- Legislative compliance
- Risk and fraud control
- Financial and internal controls

- Governance frameworks
- Performance reporting
- Internal audit programs

## Meetings and Reporting

The ARIC meets at least four times per year. Meeting minutes and recommendations are reported to the next Council meeting to ensure transparency and accountability.





# Project Highlights



## Pooncarie Road Sealing Works

At the end of 2024 we celebrated the completion of important infrastructure projects including the Pooncarie Road project. After three years of work the \$39.6M million Pooncarie Road sealing project was completed.

This project saw 61 kilometres of road sealed between Menindee and Pooncarie. The project was managed

by Council and funded by the Australian and NSW Governments.

The Australian government contributed \$27.1 million and the NSW government \$12.5 million for the works.

Roads are identified as a community priority.

The NSW Government held a community event in February to celebrate the project completion.



## White Cliffs Road works



In October 2023 a long-term road sealing project was completed at Smiths Hill and Turleys Hill, White Cliffs. The project makes a big difference to residents who regularly use the road and for tourists visiting the White Cliffs district.

The Smiths Hill project (\$1,860,000) was funded by the Fixing Local Roads Program. The Turleys Hill project (\$1,584,000) was funded by the Local Roads and Community Infrastructure Program.

**The Community Strategic Plan (2022 - 2032)** identifies roads as a key issue for our community.

The long-term goal for local and regional roads is for the road network to enable safe and reliable access between local and regional population centers.

There is also a focus to ensure ongoing funding to provide road maintenance and upgrade services across the shire in partnership with neighbouring councils.

The plan notes the need to advocate for additional funding for the sealing of priority roads throughout the shire and the region according to the Regional Transport Plan.

# Project Highlights



*The Ivanhoe Multi-Service Outlet was opened in August 2022. In 2024 Council started working with Australia Post to move the Post Office/Bank to the MSO after the town's post office failed to find a buyer after two years on the market.*

## Opening Ivanhoe Multi Service Outlet

In August 2022 the Ivanhoe Multi Service Outlet (MSO) was officially opened by the Federal Member for Parkes Mark Coulton.

The project was funded under Round Four of the Australian Government, Building Better Regions Fund (\$450,000) and by Central Darling Shire Council (\$150,000).

The MSO provides a one-stop shop for government services, meeting spaces, disability access and supports new technology.

Ivanhoe township is home to approximately 196 people. It is anticipated that at some

point during any given year, the majority of residents will use the space to access a service provided by a level of government, or for access to the public internet or other service providers.

The building also houses a modern Rural Fire Service Command Centre.

During the construction phase of the building, it was estimated that 15 direct, full-time equivalent jobs, and 25 in-direct, full-time jobs were supported. **Employment is highlighted as a Community Priority in the Ivanhoe and District Improvement Plan.**

### **Saving Ivanhoe Postal and Banking Services.**

In September 2024 Council welcomed news from Australia Post that it would provide the necessary financial help to enable Council to continue to ensure that a Licensed Post Office continued in Ivanhoe. The situation resulted after the town's post office closed its doors when no buyer was found after two years on the market.

Council was not in a position to enter into a contractual agreement with Australia Post to retain the postal services unless financial assistance was provided to implement minor infrastructure and security requirements.

It was a very welcome outcome for the Ivanhoe community which has approximately 196 residents.

The Ivanhoe Licensed Post Office started operating from the Council building in October 2024. Prior to this staff were trained in the Post Office operations and systems.

The move also secured a vital banking service for the town and surrounding district.

The services being provided include banking via Bank@Post, bill payment, postage and mail delivery services.





# Project Highlights



## Urban & Rural Addressing Project

The first meeting of the Urban and Rural Addressing project was 1 December 2020.

The consultant started the project work with the Council team in July 2021.

The project aimed to standardise street and house numbering across all towns, villages, and rural landholdings within Central Darling Shire.

Uniformity in addressing is a significant issue for the Shire and vital to ensure emergency services and service providers including Australia Post, Telstra, Essential Energy and (in the case of Menindee) Essential Water have correct household information.

After an extensive process In mid 2025 new addresses were sent to the residents and rate payers across the LGA. The project, opens opportunities for accurate delivery services and better

service planning.

In the 2025 Federal Election Council staff worked with the Electoral Commission to make sure that residents received necessary information.



In July 2025 Council received a special Thank you from the Australian Electoral Commission for work under the direction of the General Manager, Council's Senior Planner and the team in the lead-up to the Federal Election providing information relating to the new addresses to the Electoral Commission and following up with phone calls.

### Community Consultation Urban and Rural Addressing project

- A special page is set up on Council's website providing information and links relating to the project.

Community consultation was a priority for the project and this included:

- In March 2023 Public drop-in sessions held across White Cliffs, Wilcannia, Ivanhoe, and Menindee for community queries and feedback.
- To complete the project unknown lane, street and roads were required to have a name nominated and then allocated.
- Residents were invited to nominate names for unknown lanes, streets and roads.
- In early 2024 draft names for 35 roads were publicly exhibited. Council received 23 submissions during this stage.
- Council reviewed all feedback, aligned proposals with requirements, and prepared a revised draft for re-exhibition, followed by formal submission for gazettal.



# Project Highlights



**White Cliffs - COMPLETED**



**Ivanhoe  
WORK STARTED**



**Wilcannia  
WORK STARTED**

## Water Treatment Plants

Improving the water quality and reliability in Wilcannia, White Cliffs and Ivanhoe aligns with the Central Darling Shire Council's Strategic Plan. A core community goal: "Safe and reliable water supply for Shire communities", with improved infrastructure and water quality is identified as a strategic priority.

Existing water infrastructure, especially in Wilcannia and White Cliffs, has been aging, unreliable, and prone to failures.

The water treatment plants in the three towns were identified as needing replacement to ensure water quality and security for residents.

In July 2021 a contract was

awarded to construct new water treatment plants in Wilcannia, White Cliffs, and Ivanhoe, with funding via NSW' Safe and Secure Water Program and Restart Water Security for Regions Program. In July 2023 the contract was terminated following disputes. Council took possession of plant equipment and refocused on White Cliffs, while lobbying and seeking further government funding for Wilcannia and Ivanhoe. In May 2024 a combined \$10 million in Australian and NSW Government grants was awarded to secure the delivery of the plants for all three sites plus a potable reticulation system in White Cliffs.

### Reliable safe drinking water

Ivanhoe, Wilcannia, and White Cliffs are small, remote towns where safe, reliable drinking water has historically been a major challenge.

These new plants are designed to deliver potable water that meets Australian Drinking Water Guidelines, replacing outdated or insufficient systems.

Clean water is not just a health necessity — it is fundamental for wellbeing, public confidence, and attracting/retaining residents.

# Project Highlights



## Town Streetscape Improvements

In December 2022 Wilcannia enjoyed a new-look with several buildings being revitalised as part of a street scape makeover.

Two old buildings in Wilcannia were restored to new life with a fresh coat of paint and some creative input.

The old Garage and Old Bank Building underwent a facelift. Importantly the work was done in keeping with the historic nature of the buildings.

Works in the town also included the painting of several metal art structures. It followed improvements earlier in the year at the Wilcannia Post Office. The building received a much-needed new floor and pavement work outside.



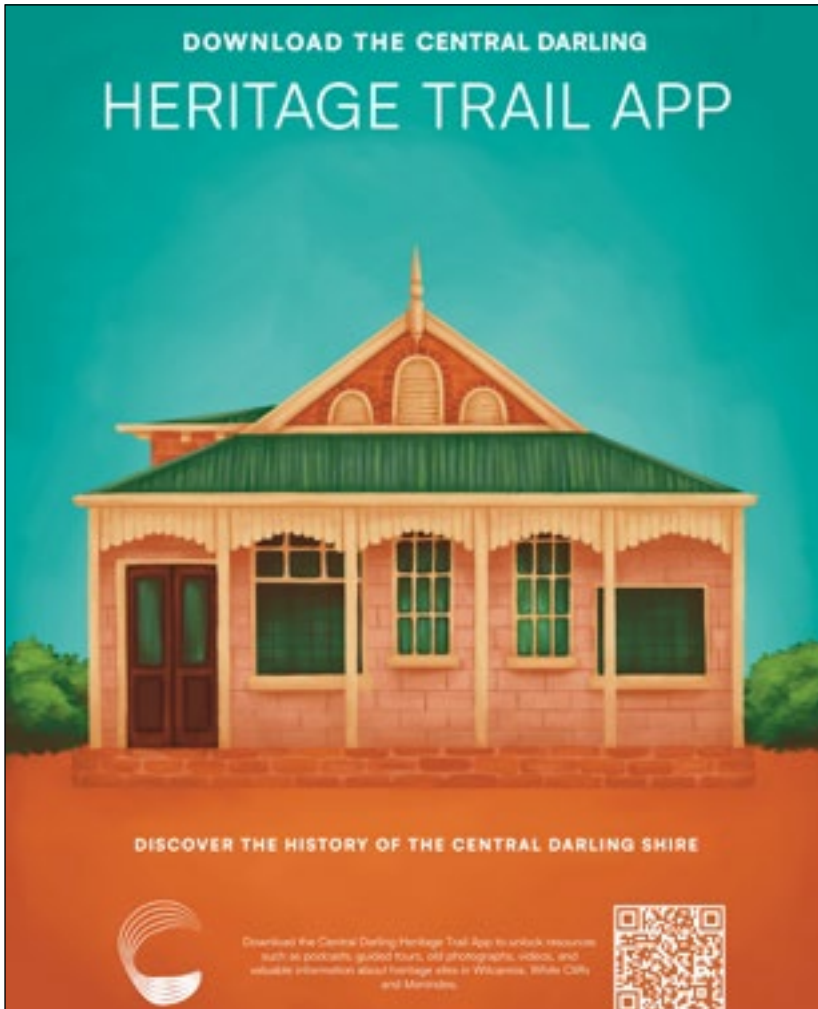
While, White Cliffs also enjoyed the creative spirit with a dinosaur mural project which was managed by the White Cliffs Tourism Association. The works were funded with assistance from the NSW Government.

### Improving streetscapes

In 2024 a grant was recieved for Ivanhoe, Menindee and Wilcannia streetscape upgrades in the CBD areas of the towns. The grant of \$975,000 was received for paving works. The funding comes under the Local Roads and Community Infrastructure program phase 4. Also funded under the same program was the provision of shade over the Tilpa playground and improvements to drainage at Ivanhoe. Steetscape improvement and beautification is highlighted as a goal in the Community Strategic Plan.



# Project Highlights



*Dr Bernadette Drabsch, heritage consultant and lead historian, pictured during stage 2 of the project - Stories Behind the Stones which was launched in 2025.*



*Heritage Trail Launch - 2023.*

## Focussing on growing Central Darling Tourism

Tourism is a key focus in the Central Darling Shire Council Community Strategic Plan.

In April 2023 the Central Darling Shire Heritage Trail App was launched. The app, is free to download, and gives visitors and locals the opportunity to explore the rich cultural and historical heritage of the shire's towns, including Wilcannia, White Cliffs, and Menindee. Using the app people journey through the Shire with interactive driving and walking tours.

The app shares detailed stories about significant buildings, places, and people from the region's history. These include both Indigenous and European heritage, with particular

focus on how these histories shaped the communities. The app includes historic photographs, videos, podcasts, and interviews with locals who share personal insights about life in the towns, both past and present. In 2025, the app was updated with a new feature known as Stories Behind the Stones. This adds over 100 stories linked to cemeteries across the shire, sharing the lives of early settlers and families buried in these remote communities.

### **Award Recognition:**

The app has been recognised for its quality and creativity, being highly commended in the 2024 NSW National Trust Heritage Awards for education and interpretation.

### **Menindee Tourism project**

In 2022 Menindee became home to a Megafauna Diorama.

It is an artistic display created by University of Newcastle students, integrating Menindee's prehistoric heritage into the local cultural

landscape. The project was funded with a \$10,000 grant from the Australian Government's Regional Arts Fund. The Diorama is displayed at the Menindee Tourist Information Centre.





# Project Highlights



## Rural and Urban Land Use

Land availability for housing and the long-term goal for land availability is a focus for Council.

Under the direction of the General Manager a Facebook page known as *Properties for Sale in Central Darling Shire* was created to help address property related issues.

Central Darling has no real-estate agents, a community with limited funds and low land prices making it cost-prohibitive to sell land. At the same time housing supply is identified as an important issue in the Community

Strategic Plan. The creation of the Facebook page demonstrates what can be achieved to help solve an important issue by thinking outside the square.

*Properties for Sale in Central Darling Shire* allows sellers and buyers to connect via the page and once connected all further correspondence between the two is conducted off the site. The page was softly launched by Council in September 2023.

Council is also using the page to advertise surplus land and commercial rental buildings.

### Motel Business Case

In 2024 Council started selling surplus operational land in Wilcannia, White Cliffs and Ivanhoe.

Most of the vacant land has Village zoning with some being zoned General Industrial.

At the August 2024 Council meeting it was resolved to sell the Council owned properties consisting of 30 separate parcels in accordance with Council's Acquisition and Disposal of Land Policy.

By selling surplus land, Council aimed to help alleviate the critical housing shortage that exists within our community, especially in the Wilcannia township.

The land sales also reduce the financial burden to Council of holding costs associated with the land.

Converting non-income producing assets into valuable cash-flow and improving Council's rate base.

The land was marketed on Council's *Properties for Sale Facebook page* and negotiation with NSW Government organisations.

## FOR SALE

**144 Woore Street WILCANNIA NSW 2836**  
 Lot 1 DP 129686, Lot 1 DP 910090 & Lot 1 DP 724172

Vacant Land - Central Darling Shire	
Land Area (per Valuer General)	2,023 m2
Water Available	Yes
Sewer Available	Yes
Council Rates	\$1,907.06 per annum
Zoning	RUS Village

Sold

*Properties are being sold on the Facebook page.*

# Project Highlights



*Since the caravan park opened with a new amenities block there has been an increase in visitor numbers.*

## Capital Upgrades - Victory Caravan Park

In the Central Darling Shire [Community Strategic Plan \(2022 - 2032\)](#) among the long-term goals for tourism are:

- Increasing the number of visitors to the Shire.
- Identifying future infrastructure needs to accommodate an increase in the number of visitors to the shire.

In March 2024 major improvement works at the Victory Caravan Park at Wilcannia were completed.

Visitors to the caravan park are enjoying new and modern facilities following the major works valued at about \$800,000.

Since the works have been completed there is anecdotal evidence that the new amenities are helping to boost tourism in the region with the new and improved caravan park facilities encouraging visitors to stay longer and spend more time in the area.

The work was jointly funded with grant money.

- \$489,665 Murray Darling Basin Economic Development Program.
- \$320,000 The Local Government Recovery Grants program.

Council appreciates the grant support without which the project would not have been possible.



*Work started on the caravan park amenities block in April 2023 and the project was completed in March 2024.*

### Facilities bring more visitors

Improvement works at Wilcannia's Victory Caravan Park include:

- A new amenities block, an accessible bathroom, family bathroom and laundry, male and female accessible showers, and toilets.
- Work also included new concrete footpaths surrounding the amenity block, a new roof, storm water drains and upgrades to the electrical, water and sewerage systems.



# Project Highlights



**Ivanhoe**



**White Cliffs**



**Wilcannia**

## Sport and recreation infrastructure

Three new pump tracks were installed at Menindee, Ivanhoe and Wilcannia. The project was funded under the Stronger Country Communities Fund, Round 4.

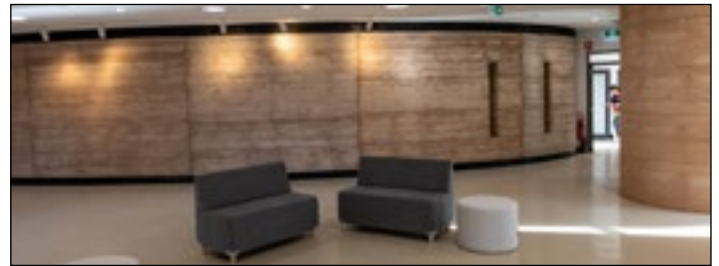
Playground improvements including repairs, upgrades and shade structures, occurred at Tilpa, Sunset Strip, Menindee, Ivanhoe, White Cliffs and Wilcannia. These projects were funded under the Stronger Country Communities Fund Round 3 and the Local Roads and Community Infrastructure program.



**Tilpa playground upgrade**



# Project Highlights



*Council has been a big supporter of the Baaka Cultural Centre project. Photos: Andrew Drane, Bush Media.*

## Baaka Cultural Centre project

A regional significant Baaka Cultural Centre project has been completed at Wilcannia. The \$9.5 million centre met criteria to be independently assessed and approved by the Western Regional Planning Panel before going to Council for endorsement in September 2022. The Baaka Cultural Centre project will accommodate a range of activities (public exhibitions, performances, workshop, training and events) while also functioning as a visitor information center, and meeting/gathering place for the community and a keeping place for artifacts.

Work was funded by both levels of government \$4.15 million (Australian Government), \$5.438 million (NSW Government). David Payne Constructions, Dubbo, was the contractor for the project. Council has been instrumental — advancing planning, funding, construction, community engagement, and operations for the centre. While it is very much a community space the Council continues to champion this project which will boost Wilcannia's heritage status and employment opportunities.



### Council supports centre

- At the 2025 Local Government Week Awards. The Central Darling Shire and Baaka Cultural Centre project collaboration was awarded a Leo Kelly OAM Arts and Culture Award.
- The Baaka Cultural Centre is a community-led initiative managed by the Baaka Cultural Centre Wilcannia Aboriginal Corporation, and the Council has been a major supporter from the start.
- The Council General Manager is on the Baaka Cultural Centre board.

## Council Department Achievements

# Department Achievements



## Achievements

**Shire Services is improving its systems, processes and procedures to enhance efficiency, transparency, accountability, and service quality.**

## Shire Services

The Shire Services Department has been working, and continues to work on, improving systems, processes and procedures to enhance efficiency, transparency, accountability, and service quality.

Improvements include:

- **Automation** – rates processing, permit applications and service requests are increasingly automated which reduces manual workloads and errors
- **Online portals** – the planning portal upgrades and staff training enable residents to lodge and track requests related to planning
- **Standardised procedures** – harmonising work flows across departments to ensure consistency and quicker resolution times
- **Evidence based planning** – using GIS and service usage trends to guide infrastructure and resource planning
- **Updated policies and procedures** – regular reviews to ensure compliance with legislation, risk mitigation and alignment with strategic goals
- **Community engagement and transparency** – public notices and media releases to encourage community participation and feedback. Sharing information to encourage transparency and community innovation.
- **Natural Disaster systems** – being continually refined to ensure faster, more coordinated action following flood and storm events
- **Sustainable procurement** – through policy review and updates, sourcing local contractors and stipulating requirements for indigenous employment targets
- **Audits and training** – strengthening internal controls and investing in staff training helps maintain high standards in decision making and service delivery

## Department Highlights

- Increase in Engineering staff numbers to assist in the efficient delivery of infrastructure projects and services to the community.
- Capital Road infrastructure improvements including Pooncarie Road initial seal, Cobb Highway initial seal, unsealed roads formation and gravel re-sheeting works.
- Bridges and culverts – all timber bridges replaced with new structures. Installation of new culverts to improve drainage and reduce road closure times in times of flooding.
- Footpaths and verge improvements including streetscape upgrades in Ivanhoe, White Cliffs, Wilcannia and Menindee. Street tree assessments.
- Building capital upgrades including Victory Park Caravan Park new amenities, Ivanhoe MSO building, staff accommodation in Wilcannia, Ivanhoe and Sunset Strip.
- Capital water infrastructure improvements including new water treatment plants, pumps, reticulation upgrades and replacements, elementary upgrades to improve automation and communication.
- Sport and recreation infrastructure including Menindee sports facilities upgrades, new pump tracks at Menindee, Wilcannia, White Cliffs and Ivanhoe, playground upgrades at locations across all villages and towns.





# Department Achievements



## Achievements

**Each Year Central Darling Shire staff come together for an **All Staff Day** - pictured left and below - this day is important for a positive team environment and staff connections to the Council workplace.**

## Human Resources

Achievements being seen in Human Resources include:

- Policies/Procedures.
- Workforce Management Plan.
- Workforce Diversity, Equity and Inclusion Plan.
- Monthly reporting to Manex on Human Resources activities and performance.
- Quarterly reports to Council and ARIC.
- Reduction in staff excess leave entitlements resulting from working with staff to

develop plans.

- In-house Human Resources Fundamentals Program for leaders.
- Traineeships in Wilcannia.
- School-based Trainees in Menindee and Ivanhoe.
- Leadership development program through "The Huddle."
- Workplace Culture and Purpose workshops.
- Annual All Staff Days
- Regular Annual Staff Assessments.

## Work, Health & Safety

Work Health and Safety Council implements weekly safety toolbox talks with staff and continues training in safe work practices to ensure the Safety of all employees is at the forefront of all we do.

Council continues to conduct training to ensure safe work practices such as: First Aid, Chainsaw use, Transport for NSW Traffic Control and implementing Traffic control, Chemical application, Mental Health First Aid, as well as Skid Steer, Front End Loader and Excavator training.

## Customer Service

Achievements being seen in Customer Service include:

- Online booking system for Victory and White Cliffs Caravan Parks.
- Development of General Service Requests and reporting.
- New IT provider – RMT
- Creation of in-house ICT Support – to coordinator and oversee IT services.
- Ivanhoe Post Office



# Department Achievements



## Finance

Financial systems have improved under Administration Council now has:

- Unqualified Audit
- Council is now debt free the first time in over a decade.
- Properly prepared Annual Budget.
- Quarterly budget reviews in line with relevant legislation and reported to Council.
- Long Term Financial Plan.
- A structured finance team.

## Achievements

**Introduction of the following:**

**Restructure of General and Job Costing Ledgers**

**Asset revaluation program**

**Streamlined payroll and creditors processing**

**Fees and Charges Module**

**Leasing module**

**Business Intelligence System**

**Grants register reporting**

**Electronic time-sheets (Work in Progress)**

**Budget recorded into PRACTICAL**

## Governance

New policies and processes have been developed across the expanded Governance function to give employees more guidance - giving people the tools and rules to do their work and reducing the risks facing the organisation. Some of these involved documenting informal procedures already in place, and others were designed in response to

changes in legislation, risks identified internally, and audit observations. Topics varied from formal policies such as Cyber Security, Public Interest Disclosures, Legislative Compliance, Grants Management, Acquisition and Disposal of Land, Credit and Fuel Cards to a Fraud and Corruption "take 5" suitable for induction training and tool-

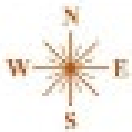
box talks. These initiatives have been backed by training and capacity-building provided at no charge by the NSW Government's Cyber Security agency, Ombudsman's Office, the Information Privacy Commissioner and the Independent Commission Against Corruption.



# Department Achievements

## Central Darling Shire Council

Resident Newsletter



**LATEST EDITION  
OUT NOW**



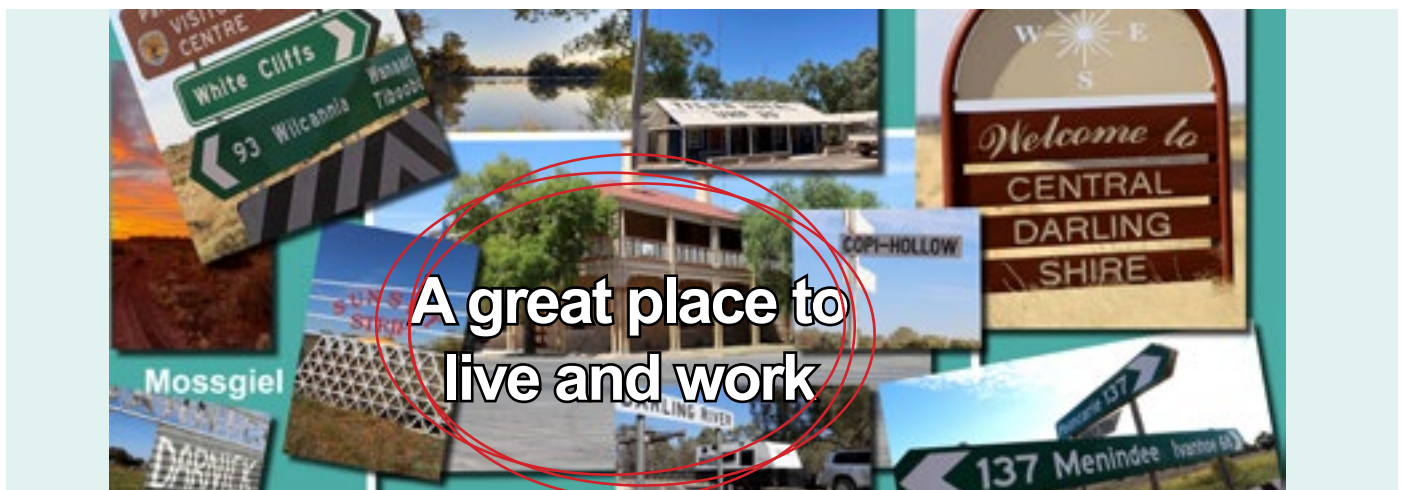
## Community Engagement & Tourism

Community Engagement & Tourism activities include:

- Building Council Social Media pages as an important way to provide real-time information to residents and visitors.
- Producing a Shire printed Resident monthly newsletter, providing another method of communicating with residents.
- Producing a fortnightly all-staff newsletter.
- Establishing the Properties for Sale Facebook page.
- Updating website with more information.
- Creating a special Councillor website/portal with information for incoming Councillors.
- Assisting with Community Events.
- Central Darling Shire is a member Council of the Darling River Run a tourist trail stretching nearly 950 kilometres following alongside the mighty Darling.
- Establishment of the Heritage Trail app including a module update Stories behind the Stones.
- Council is represented on a Far West Tourism networking group.

## Achievements

**In 2022 Council started producing a printed monthly Resident Newsletter which is distributed across the Shire. In 2023 the Newsletter won a NSW Local Government Week Award for Excellence in Communication.**



# Department Achievements

## Council Awards

### Wilcannia Post Office and Service NSW Agency

- Sales record for March 2023.
- Successfully trained 2x staff in Service NSW which lead to extending opening hours of the service to the community.
- 3x finalist for Customer Service Award 2022-24.
- Customer and Stakeholder Champion Award winner for Far West Power Outage Team 2024.



The Central Darling Shire and Baaka Cultural Centre project collaboration was awarded a Leo Kelly OAM Arts and Culture Award.



The Baaka Cultural Centre in the category First Nations Community Partnership.



Local Emergency Management Committee – 2024 Power Outage response in the category Partnerships and Collaboration - Under 150K Population



Properties For Sale in Central Darling Shire in the category Special Project Initiative - Under 50K Population



*In 2024 Council Governance Officer Nerida Carr was Highly Commended for the New Procurement Professional category at the Local Government Procurement Annual Conference held in Sydney.*

### 2024 Cr Pat Dixon Memorial Scholarship

The late Cr Pat Dixon is remembered as a trailblazer for Aboriginal women in local government. A Council staff member received this prestigious award in 2024.

RH Dougherty Events and Communications Awards - Excellence in Communication. Division A (population 0 - 30,000 people). Winner - Central Darling Shire Council. Printed Resident Newsletters.





Grant Activity  
Financial Year  
2021 - 2025

Summary of Morris Piper Grants Applied for Central Darling Shire Council, FY2021-FY2025									
	Grants - Applied For								
	Program	Project	Date Applied	Amount (GST Exc.)	Financial Year	Status	Note		
	Crown Reserves Improvement Fund 2021-22	Tilpa Community Hall Reserve	24/06/2021	\$ 106,104	2020-21	Approved			
	Crown Reserves Improvement Fund 2021-22	Victory Park Reserve Project	24/06/2021	\$ 118,182	2020-21	Approved			
	Stronger Country Communities Fund Rd 4	Central Darling Pump Tracks Project	25/06/2021	\$ 752,409	2020-21	Approved			
	Fixing Local Roads Program	Turleys Hill Road, White Cliffs, Initial Seal	15/07/2021	\$ 1,584,000	2021-22	Not Approved	Funded under Phase 3 of the LR&CI Program.		
	Fixing Local Roads Program	Smiths Hill Road, White Cliffs, Initial Seal	15/07/2021	\$ 1,860,000	2021-22	Approved			
	Regional Sport Facility Fund	Wilcannia Oval Amenity Block upgrade	10/08/2021	\$ 110,902	2021-22	Not Approved			
	Regional Sport Facility Fund	Swimming Safety and Accessibility Upgrade	10/08/2021	\$ 161,194	2021-22	Not Approved			
	Office of Responsible Gambling - Infrastructure Grants	The Redevelopment of the Tilpa Park	22/11/2021	\$ 203,000	2021-22	Not Approved	Submitted on behalf of TCCI with agreement from CDSC.		
	Murray Darling Basin Economic Development Program	Victory Caravan Park Amenity Block Upgrade	4/12/2021	\$ 489,665	2021-22	Approved			
	Murray Darling Basin Economic Development Program	Upgrade and Installation of Strategic Variable Message Signs	4/12/2021	\$ 194,049	2021-22	Not Approved	Funded under Phase 2 of the LR&CI Program.		
	Murray Darling Basin Economic Development Program	Tilpa Pipeline Project	4/12/2021	\$ 288,750	2021-22	Not Approved	Funded under Phase 2 of the LR&CI Program.		
	Holiday Break Program	White Cliffs Gymkhana	4/01/2022	\$ 10,000	2021-22	Approved			
	Local Government Social Cohesion Grants program (NSW)	Aboriginal Community Liaison Officer	17/02/2022	\$ 100,000	2021-22	Not Approved			
	Remote Roads Upgrade Pilot Program	Ivanhoe-Menindee Road	24/02/2022	\$ 10,773,001	2021-22	Not Approved	Council contributing 10%		
	Walking and Cycling Program (NSW)	Wilcannia Trail - Design	25/02/2022	\$ 314,420	2021-22	Approved			



	Remote Airstrips Upgrade Program Rd 9	Emmdale Airstrip Grading and Water Supply Upgrade	17/03/2022	\$	72,750	2021-22	Approved	
	Places to Play or Open Spaces (NSW) Program?	Tilpa Playground	3/04/2022	\$	203,000	2021-22	Not Approved	Funded under Phase 3 of the LR&CI Program.
	Floodplain Management Grant (NSW)	Central Darling Shire Risk Management Study and Plan	5/05/2022	\$	128,571	2021-22	Not Approved	
	Preparing Australia Program	Darling River Flood Mapping project	1/06/2022	\$	100,000	2021-22	Approved	
	Crown Reserves Improvement Fund 2022-23	Menindee Commons Improvements	3/06/2022	\$	45,430	2021-22	Not Approved	
	Crown Reserves Improvement Fund 2022-23	Wilcannia Cemetery Upgrades	3/06/2022	\$	57,695	2021-22	Not Approved	
	Crown Reserves Improvement Fund 2022-23	Menindee Cemetery Upgrades	3/06/2022	\$	39,875	2021-22	Not Approved	
	Crown Reserves Improvement Fund 2022-23	Ivanhoe Cemetery Upgrades	3/06/2022	\$	71,060	2021-22	Not Approved	
	Crown Reserves Improvement Fund 2022-23	White Cliffs Cemetery Upgrades	3/06/2022	\$	57,035	2021-22	Not Approved	
	Active Fest	CDSC Active Fest	4/07/2022	\$	27,040	2022-23	Approved	
	Disaster Risk Reduction Fund (NSW)	Sunset Strip Stormwater Mitigation	6/07/2022	\$	100,000	2022-23	Approved	
	Community War Memorials Fund 2022/23 - Round 1 (NSW)		22/07/2022	\$	2,000	2022-23	Not Approved	
		1-Ivanhoe Truck, Tractor, Car and Bike Show 2-White Cliffs Gemfest & Car Boot Sale 3-Aboriginal Community Engagement Workshops	1/08/2022	\$	119,826	2022-23	Approved	
	Community Events Program (NSW)	Wilcannia Visitor Accommodation	24/08/2022	\$	156,356	2022-23	Approved	
	Business Case & Strategic Development Fund (NSW)	Racecourse Rd, Menindee, Sealing and Resilience Improvement	9/09/2022	\$	2,343,472	2022-23	Approved	
	Fixing Local Roads Rd 4 (NSW)							

	Stronger Country Communities Fund Rd 5	1. Menindee Sports Facility Upgrades 2. Improved Mobility Access for Menindee 3. Central Darling Town Hall Refurbishments 4. Ivanhoe Public Art	23/09/2022	\$	831,508	2022-23	Approved	\$852008 applied for \$831,508 approved (Part funding - gym equipment to be removed as not eligible for funding)
	Building Better Regions Fund	White Cliffs Caravan Park Redevelopment	2/10/2022	\$	972,950	2022-23	Not Approved	Federal Government abolished the program
	Cultural Tourism Accelerator Program (NSW)	Diorama Display Case at Menindee Tourism Centre	2/10/2022	\$	10,000	2022-23	Approved	Uni of Newcastle (stakeholder)
	Fixing Country Roads Rd 6	Cobar-Ivanhoe Road, Ivanhoe, Sealing Upgrade	13/10/2022	\$	4,654,361	2022-23	Not Approved	
	Summer Holiday Break Program 2022-23	Central Darling Summer Break Holiday Program	27/10/2022	\$	14,750	2022-23	Approved	
	Local Government Heritage Application 2023-25	CDSC Application	15/11/2022	\$	25,000	2022-23	Approved	For Heritage advice and small grant program.
	Community Heritage Grant 2023-25	Stories Behind the Stones	30/11/2022	\$	45,455	2022-23	Approved	
	Active Fest 2022-23	Active Fest	2/12/2022	\$	14,750	2022-23	Approved	
	Infrastructure Better Fund	Betterment of Paroo River Crossing Floodways	15/12/2022	\$	2,360,237	2022-23	Not Approved	Funding sourced by CDSC under Regional and Local Roads Repair Program
	Active Transport Walking & Cycling Program 23-24	Central Darling Wilcannia Footpath Upgrade	5/01/2023	\$	393,702	2022-23	Not Approved	For a series of footpath upgrades - likelihood #2
	Active Transport Walking & Cycling Program 23-24	Central Darling Ivanhoe Footpath Upgrades	5/01/2023	\$	324,424	2022-23	Not Approved	For a series of footpath upgrades - likelihood #3
	Active Transport Walking & Cycling Program 23-24	Central Darling Menindee Footpath Upgrades	5/01/2023	\$	403,978	2022-23	Not Approved	For a series of footpath upgrades - likelihood #1
	Walking and Cycling Program (NSW)	Wilcannia Active Transport Plan	25/02/2023	\$	85,600	2022-23	Approved	
	NSW Severe Weather & Floods 2022 - Category D - AGRN 1030 & 1034	Variety of programs	16/03/2023	\$	1,000,000	2022-23	Approved	Subject to Program of Works being approved (submitted October 2023).
	Floodplain Management Program	Central Darling Shire Floodplain Risk Management Study and Plan	17/04/2023	\$	141,428	2022-23	Approved	
	Winter Holiday Break Program 2022-23	Central Darling Winter Break Holiday Program	12/05/2023	\$	7,000	2022-23	Approved	



	The Community War Memorials Fund	Menindee War Memorial and Rose Garden of Remembrance	19/05/2023	\$	8,469	2022-23	Not Approved	
	Growing Regional Economies Fund	Wilcannia Motel Revitalisation Project	23/05/2023	\$	10,000,000	2022-23	Not Approved	NSW Government Cancelled the GREF.
	FY23 Bush Fire Risk Mitigation and Resilience Grants Program	Urban & Rural Addressing Project Stage Two.	23/06/2023	\$	250,000	2022-23	Not Approved	
	Youth Opportunities Program	Central Darling Youth Leadership	7/08/2023	\$	50,000	2023-24	Not Approved	
	Local Roads and Community Infrastructure Program Phase 4 Part A	1. Menindee streetscape improvements 2. Wilcannia streetscape improvements 3. Ivanhoe streetscape improvements 4. Tilpa playground improvements	15/08/2023	\$	1,001,818	2023-24	Approved	
	Local Roads and Community Infrastructure Program Phase 4 Part B	1. Columbus / Behring Streets drainage improvements 2. Menindee Road Reseal 3. White Cliffs Road Reseal	15/08/2023	\$	577,871	2023-24	Approved	
	Regional Drought Resilience Planning Program 2023-25	RDRP for the Central Darling Shire Council, Broken Hill City Council and Unincorporated NSW (Far	25/09/2023	\$	450,000	2023-24	Approved	\$200,000 for Planning and \$250,000 for implementation.
	Regional Housing Strategic Planning Fund Round 2	Central Darling Shire Council Local Housing	28/09/2023	\$	61,270	2023-24	Not Approved	
	Summer 2023/24 and Autumn 2024 Holiday Break	Summer Fun With A Colour Run – Central Darling (Wilcannia, Menindee & Ivanhoe) White Cliffs Gymkhana	30/10/2023	\$	17,315	2023-24	Approved	\$7,000 for White Cliffs not approved.
	2023-24 Crown Reserves Improvement Fund	Menindee Commons replacement and repair of flood damaged fencing	17/11/2023	\$	25,894	2023-24	Not Approved	

	2023-24 Crown Reserves Improvement Fund	Infrastructure and Amenity Improvements at the White Cliffs Gymkhana Grounds	17/11/2023	\$	437,870	2023-24	Not Approved	
	Community Improvement District Pilot Program	Wilcannia Business District Tourism Strategic Placemaking Plan	28/11/2023	\$	225,000	2023-24	Not Approved	EOI Stage
	Get NSW Active 2024-25	Wilcannia Shared Paths and Lighting Upgrades	12/12/2023	\$	217,226	2023-24	Approved	
	Remote Airstrips Upgrade Program Rd 10	Wilcannia Aerodrome Water and Amenities Upgrade	15/12/2023	\$	80,000	2023-24	Not Approved	
	Growing Regions Program	White Cliffs Caravan Park Redevelopment	14/01/2024	\$	1,080,000	2023-24	Not Approved	EOI approved - application submitted.
	Winter 2023/24 and Spring 2024 Holiday Break	Winter Fun – White Cliffs	18/03/2024	\$	7,859	2023-24	Approved	Winter Only
	Community Energy Upgrade Fund Rd 1	Central Darling Shire Council Solar Energy	30/04/2024	\$	200,000	2023-24	Approved	\$200,000 co-funding contribution from CDSC
	Safer Roads Program (NSW)	Safer Roads - MR433 Menindee-Ivanhoe Rd Initial Seal Project	10/05/2024	\$	3,588,393	2023-24	Not Approved	
	Safer Roads Program (NSW)	Walking and Cycling - Wilcannia linking remote communities	10/05/2024	\$	2,384,883	2023-24	Not Approved	
	Safer Roads Program (NSW)	Walking and Cycling - Ivanhoe linking remote	10/05/2024	\$	1,704,318	2023-24	Not Approved	
	Safer Roads Program (NSW)	School Zone - Ivanhoe Central School	10/05/2024	\$	281,377	2023-24	Not Approved	
	Housing Support Program Community Enabling Infrastructure Stream	South Wilcannia Sub-Division Development	16/08/2024	\$	2,426,872	2024-25	Not Approved	
	Supporting Spontaneous Volunteers Program - FY2023-24	Central Darling Local Volunteer Activation Project	28/08/2024	\$	100,000	2024-25	Approved	
	Aboriginal Regional Place-Based Pilot Program	CDSC EOI	3/10/2024	\$	-	2024-25	Pending	EOI
	Growing Regions Program Rd 2	Wilcannia Streetscape Beautification Project	10/10/2024	\$	2,116,199	2024-25	Not Approved	
	Growing Regions Program Rd 2	White Cliffs Caravan Park Redevelopment	10/10/2024	\$	1,148,632	2024-25	Not Approved	

		White Cliffs Gymkhana Ground- Stage 1 Infrastructure and amenity improvements	13/11/2024	\$	347,960	2024-25	Not Approved	
Crown Reserves Improvement Fund 2024-25		Central Darling Shire Local Housing Strategy	22/11/2024	\$	156,335	2024-25	Approved	Being considered under R
Regional Housing Strategic Planning Fund 2024		Wilcannia Footpath Upgrades (Hospital to Council chambers)	25/11/2024	\$	475,000	2024-25	Not Approved	
Get Active NSW		Wilcannia Boating Ramp, Pontoon and Car Park	12/12/2024	N/A		2024-25	Approved	Registration of Interest
Boating Infrastructure for Communities (NSW)		Wilcannia Aerodrome Safety and Accessibility Upgrades	13/12/2024	\$	118,901	2024-25	Pending	
Remote Airstrip Upgrades Program Rd 11		Central Darling Shire Heritage Project 2025-27	7/01/2025	\$	25,000	2024-25	Approved	
2025-27 Local Government Heritage program		Central Darling Shire Council - Ivanhoe-Menindee Road Resiliency Upgrade	31/01/2025	\$	4,210,875	2024-25	Pending	
Safer Local Roads and Infrastructure Program		Ivanhoe War Memorial Restoration Project	10/02/2025	\$	10,000	2024-25	Approved	
Community War Memorials Fund		White Cliffs Community Hall	20/02/2025	\$	15,000	2024-25	Pending	
Community Building Partnership Grants 2025		White Cliffs Caravan Park Redevelopment	20/02/2025	\$	1,242,583	2024-25	Pending	
Regional Economic Development and Community Investment Program		Landfill Waste Site Assessments	28/03/2025	\$	25,000	2024-25	Approved	
Landfill Consolidation and Environment Improvements Grant Program - Stream 3		Wilcannia Boating Ramp, Pontoon and Car Park Project - Strategic Study	1/04/2025	\$	100,023	2024-25	Pending	
Boating Infrastructure for Communities (NSW)		Tilpa Levee and Aerodrome Access Road	16/04/2025	\$	194,406	2024-25	Pending	
Disaster Ready Fund		White Cliffs Airstrips	21/05/2025	\$	5,759,990	2024-25	Pending	
Airstrips Improvements Program		Central Darling Shire Community Swimming Pool Upgrades	23/06/2025	\$	1,000,000	2024-25	Approved	
Project Support Program								



