

April 26, 2017

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, APRIL 26, 2017

Please address all communications to:
The General Manager
240 Blende Street
PO Box 448
Broken Hill NSW 2880
Phone 08 8080 3300
Fax 08 8080 3424
council@brokenhill.nsw.gov.au
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ABN 84 873 116 132

Your attendance is requested at the Ordinary Meeting of the Council of the City of Broken Hill to be held in the Council Chamber, Sulphide Street, Broken Hill on **Wednesday**, **April 26**, **2017** commencing at 6:30 p.m. to consider the following business:

1) Apologies

Dear Sir/Madam,

- 2) Prayer
- 3) Acknowledgement of Country
- 4) Public Forum
- 5) Minutes for Confirmation
- 6) Disclosure of Interest
- 7) Mayoral Minute
- 8) Notice of Motion
- 9) Notices of Rescission
- 10) Reports from Delegates
- 11) Reports
- 12) Committee Reports
- 13) Questions Taken on Notice from Previous Council Meeting
- 14) Questions for Next Meeting Arising from Items on this Agenda
- 15) Closed

JAMES RONCON GENERAL MANAGER

MINUTES FOR CONFIRMATION	
Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held Wednesday, March 29, 2017.	

Meeting commenced at 6:30 p.m.

**PRESENT:** Mayor D. Turley, Deputy Mayor D. Gallagher, Councillors C. Adams, M.

Browne, M. Clark, T. Kennedy, B. Licul, J. Nolan and R. Page.

General Manager, Finance Manager, Corporate Responsibility Officer, Manager Planning Development and Compliance, Manager Infrastructure, Governance Officer, Executive Support Officer and Communication and

Community Engagement Coordinator.

Media (2), Members of the Public (15).

APOLOGIES: Councillor B. Algate

RESOLUTION

Minute No. 45485 - Council Resolution

Councillor T. Kennedy moved ) That the apology submitted on behalf of Councillor M. Clark seconded ) Councillor Algate be accepted and leave of

absence granted.

**CARRIED** 

#### **PRAYER**

Councillor Adams delivered the prayer

#### **ACKNOWLEDGEMENT OF COUNTRY**

Councillor Gallagher delivered the Acknowledgment of Country

#### **PUBLIC FORUM**

#### Cemetery Rose Garden

Mrs. Gayle Smith spoke about Council's draft Cemetery Management Policy in relation to prepurchasing plots in the Rose Garden.

The Mayor accepted Mrs. Smith's letter as a submission to the draft Cemetery Management Policy.

#### Mine Rates

Ms. Isabelle Eriksson requested that Council consider placing a hold on the shifting of mine rates to residential or business, for this financial year.

The Mayor advised that Council's Budget documents will be presented to the April Council Meeting for Council to resolve to place them on public exhibition.

#### MINUTES FOR CONFIRMATION

RESOLUTION  Minute No. 45486  Councillor B. Licul moved  Councillor J. Nolan seconded	)	That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held February 22, 2017 be confirmed.  CARRIED
DISC	CLOSURE	OF INTEREST
Committee, member of St. Pa	it's Committe	17 as he is the Chair of the Silver City Cup ee and member of the Memorial Oval Community the Council Chambers whilst the item is
1	MAYORAI	L MINUTES
	١	lil.
N	NOTICES (	OF MOTION
ITEM 1 - MOTIONS OF WHICH NOT FUNDING FOR FUTURE TOURIST Councillor Gallagher declared a confi		EEN GIVEN NO. 3/17 - DATED MARCH 24, 2017 - 11/425 et in item
Notice of Motion		
1. That Motions of Which Notice has	s been Give	n No. 3/17 dated March 24, 2017, be received.
That the Broken Hill City Council grow our tourist numbers.	support the	St. Pat's Race Meeting this \$10,000.00 will help
That Council provides \$10,000.00 camp oven cook-off or a food fes		er City Race Meeting this race day could have a
4. That Council provides \$5,000.00	for the Silve	r City Show
Councillor R. Page moved Councillor T. Kennedy seconded	)	That the Notice of Motion be adopted; that is:
Councillor 1. Refinedly Seconded	,	LOST
		ouncillor Page's Notice of Motion be lost; that or financial assistance through the Community
RESOLUTION		
Minute No. 45487 Councillor M. Browne moved Councillor M. Clark seconded	)	<ol> <li>That Motions of Which Notice has been Given No. 3/17 dated March 24, 2017, be received.</li> </ol>

 That Council invites the St. Pat's Race Committee, the Silver City Cup Committee and the Silver City Show Committee to apply for financial assistance through the Community Assistance Grants process which is currently open for Round 1 of 2017/2018.

**CARRIED** 

Councillor Gallagher returned at 6:42 p.m.

#### **RESCISSION MOTIONS**

Nil.

#### REPORTS FROM DELEGATES

Nil.

#### **REPORTS**

# ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 37/17 - DATED MARCH 15, 2017 - CORRESPONDENCE REPORT - CESSATION OF WATER RESTRICTIONS

11/426

Councillor T. Kennedy moved )
Councillor R. Page seconded )

- 1. That Broken Hill City Council Report No. 37/17 dated March 15, 2017, be received.
- That correspondence dated January 31, 2017 from Essential Water regarding the cessation of water restrictions in Broken Hill be received.
- 3. That Council sends correspondence to Essential Water clarifying that the water levels experienced in 2016 were nowhere near the minimum levels experienced in 2003 (below 5GL) as there was still a considerable amount of water remaining (approx. 50GL); also expressing Council's concerns regarding the water restrictions and the effect on childrens' lead levels when playing on Council's ovals and parks and school ovals during water restriction periods as these open spaces were extremely dry and dusty.

#### Amendment

Councillor M. Browne moved Councillor C. Adams seconded

 That Broken Hill City Council Report No. 37/17 dated March 15, 2017 be received.

 That correspondence dated January 31, 2017 from Essential Water regarding the cessation of water restrictions in Broken Hill be received and noted.

**CARRIED** 

The amendment becomes the motion

#### **RESOLUTION**

Minute No. 45488
Councillor M. Browne moved
Councillor C. Adams seconded

- 1. That Broken Hill City Council Report No. 37/17 dated March 15, 2017 be received.
- That correspondence dated January 31, 2017 from Essential Water regarding the cessation of water restrictions in Broken Hill be received and noted.

**CARRIED** 

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 38/17 - DATED MARCH 14, 2017 CORRESPONDENCE REPORT - WATER RELEASES FROM THE MENINDEE LAKES SYSTEM
11/426

. ... - ..

Councillor T. Kennedy moved
Councillor R. Page seconded

- 1. That Broken Hill City Council Report No. 38/17 dated March 14, 2017, be received.
- That correspondence dated February 22, 2017 from the Hon Rick Colless MLC, Parliamentary Secretary for Natural Resources and Western NSW regarding current water releases from the Menindee Lakes System be noted.
- 3. That Council supports the State Member's proposal on the Menindee Lakes System.
- 4. That Council sends correspondence to the Parliamentary Secretary for Natural Resources and Western NSW, the Minister for Agriculture and Water, the State Water Minister and the State and Local Member advising of Council's support.

#### <u>Amendment</u>

Councillor M. Browne moved Councillor B. Licul seconded

- That Broken Hill City Council Report No. 38/17 dated March 14, 2017, be received.
- That Council invites the State Member to attend (or attend via skype) the next Council Meeting to explain his Menindee Lakes proposal and his view on the Murray Darling Basin Authority Northern Basin Review.

**CARRIED** 

The amendment becomes the motion.

Mir	SOLUTION nute No. 45489 uncillor M. Browne moved	)	That Broken Hill City Council Report No.
	uncillor B. Licul seconded	)	38/17 dated March 14, 2017, be received.
			<ol> <li>That Council invites the State Member to attend (or attend via skype) the next Council Meeting to explain his Menindee Lakes proposal and his view on the Murray Darling Basin Authority Northern Basin Review.</li> </ol>
			CARRIED
IN		SION O	T NO. 39/17 - DATED MARCH 15, 2017 - DF WOMEN'S HEALTH CENTRES IN NSW TO   CLINICS 12/81
1.	That Broken Hill City Council Report N	o. 39/17	7 dated March 15, 2017, be received.
2.	Health and Minister for Medical Resear	rch rega	7 from the Hon Brad Hazzard MP, Minister for arding the SOS Women's Services proposal to NSW to include Domestic Violence Prevention
Mir Co	SOLUTION  nute No. 45490  uncillor C. Adams moved  uncillor M. Clark seconded	)	That the recommendation of item 4 be adopted.  CARRIED
NC			T NO. 40/17 - DATED MARCH 10, 2017 - DF REGION 4 OF THE MURRAY DARLING 11/426
Re	<u>commendation</u>		
1.	That Broken Hill City Council Report N	o. 40/17	7 dated October 3, 2017, be received.
2.	That Council endorses Mayor Darriea Association until a formal election is he		o act as Chair of Region 4 of the Murray Darling 2-18 months' time.
3.	That Council votes a budget of \$10,000 expenses to travel to, and arrange mee		ver Mayor, General Manager and support officer
Mir Co	SOLUTION nute No. 45491 uncillor J. Nolan moved uncillor R. Page seconded	)	That the recommendation of item 5 be adopted.  CARRIED
ITE	EM 6 - BROKEN HILL CITY COUNCIL F	REPORT	T NO. 41/17 - DATED MARCH 21, 2017 -

Page 7

11/249

COUNCIL PORTFOLIO SYSTEM

Councillor J. Nolan moved 1. That Broken Hill City Council Report No. Councillor C. Adams seconded 41/17 dated March 21, 2017, be received. 2. That Council trials the new Portfolio System for a period of 12 months with the outcomes reported to Council at expiry of the 12 month period. 3. That Council notes that its Portfolio Councillors were adopted at the first Council Meeting of the newly appointed Council in September 2016. <u>Amendment</u> Councillor T. Kennedy moved 1. That Broken Hill City Council Report No. Councillor R. Page seconded 41/17 dated March 21, 2017, be received. 2. That Council reintroduces the Standing Committee System with the Portfolio System incorporated in to the Standing Committee System. LOST RESOLUTION Minute No. 45492 Councillor J. Nolan moved 1. That Broken Hill City Council Report No. Councillor C. Adams seconded 41/17 dated March 21, 2017, be received. 2. That Council trials the new Portfolio System for a period of 12 months with the outcomes reported to Council at expiry of the 12 month period. 3. That Council notes that its Portfolio

- Councillors were adopted at the first Council Meeting of the newly appointed Council in September 2016.
- 4. That Council be presented with a 6 month progress report on the new Portfolio System.

**CARRIED** 

# ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 42/17 - DATED MARCH 14, 2017 - MEMBERSHIP ON THE COUNTRY MAYORS ASSOCIATION OF NEW SOUTH WALES

11/179

#### Recommendation

- 1. That Broken Hill City Council Report No. 42/17 dated March 14, 2017, be received.
- 2. That Broken Hill City Council joins the Country Mayors Association of New South Wales.
- 3. That Mayor Turley be Council's voting delegate with the Deputy Mayor being the alternate delegate.
- 4. That Council notes that the General Manager is also a voting delegate for Council.

RESOLUTION  Minute No. 45493  Councillor M. Clark moved  Councillor C. Adams seconded	)	That the recommendation of item 7 be adopted.  CARRIED
ITEM 8 - BROKEN HILL CITY COUNCIL RI ATTENDANCE AT THE 2017 FUTURE OF		
RESOLUTION  Minute No. 45494  Councillor C. Adams moved Councillor M. Clark seconded	)	<ol> <li>That Broken Hill City Council Report No. 43/17 dated March 13, 2017, be received.</li> <li>That Councillors Browne and Clark attend the 2017 Future of Local Government National Summit to be held in Melbourne on 25-26 May 2017.</li> </ol>
		CARRIED
ITEM 9 - BROKEN HILL CITY COUNCIL REATTENDANCE AT THE AUSTRALIAN LOC CONFERENCE, 4-6 MAY 2017, PENRITH . RESOLUTION		
Minute No. 45495 Councillor C. Adams moved Councillor M. Clark seconded	)	<ol> <li>That Broken Hill City Council Report No. 44/17 dated January 30, 2017, be received.</li> </ol>
		2. That Mayor Turley attend the 2017 Australian Local Government Women's Conference to be held in Penrith from May 4-6, 2017.
		3. That Councillor interest be provided to the Executive Support Officer by the close of business Friday 7 April 2017 for one additional Councillor delegate to attend.
		CARRIED

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ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 45/17 - DATED MARCH 14, 2017 -ATTENDANCE AT THE 2017 NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT TO BE HELD IN CANBERRA ON 18-21 JUNE, 2017 AND CALL FOR MOTIONS 11/304

#### Recommendation

- 1. That Broken Hill City Council Report No. 45/17 dated March 14, 2017, be received.
- 2. That Council be represented at the 2017 National General Assembly of Local Government in Canberra, June 18-21, 2017 by the Mayor, Deputy Mayor and General Manager.

3. That Council determine motions to the 2017 National General Assembly of Local Government in line with the Assembly's eligibility principles; and such motions be submitted by April 21, 2016 along with a copy of the supporting Council resolution. RESOLUTION Minute No. 45496 Councillor J. Nolan moved That the recommendation of item 10 be received. Councillor D. Gallagher seconded **CARRIED** ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 46/17 - DATED MARCH 13, 2017 -**INVESTMENT REPORT FOR FEBRAURY 2017** 11/48 Recommendation That Broken Hill City Council Report No. 46/17 dated March 13, 2017, be received. RESOLUTION Minute No. 45497 Councillor M. Browne moved That the recommendation of item 11 be adopted. Councillor M. Clark seconded **CARRIED** ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 47/17 - DATED MARCH 21, 2017 - AUDIT RISK AND IMPROVEMENT COMMITTEE MINUTES FROM MEETING HELD 13 FEBRUARY 2017 13/19 Recommendation 1. That Broken Hill City Council Report No. 47/17 dated March 21, 2017, be received. 2. That the minutes of the Audit, Risk and Improvement Committee meeting held 13 February 2017 be adopted. 3. That the Broken Hill City Council endorse and adopt the Audit, Risk & Improvement Committee Charter at the March 2017 Ordinary Council Meeting. RESOLUTION Minute No. 45498 Councillor D. Gallagher moved That the recommendation of item 12 be adopted. Councillor J. Nolan seconded **CARRIED** ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 48/17 - DATED MARCH 06, 2017 -SERVICE REVIEW FRAMEWORK 13/94 Recommendation That Broken Hill City Council Report No. 48/17 dated June 3, 2017, be received. 2. That Council endorse the Broken Hill City Council Service Review Framework. **RESOLUTION** Minute No. 45499 Councillor C. Adams moved That the recommendation of item 13 be adopted. Councillor B. Licul seconded **CARRIED** 

Councillor Clark requested a copy of Council's organisational chart.

#### <u>ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 49/17 - DATED MARCH 07, 2017 - DRAFT</u> HERITAGE STRATEGY <u>2017 - 2020</u> 11/129

#### Recommendation

- 1. That Broken Hill City Council Report No. 49/17 dated March 7, 2017, be received.
- 2. That the draft Heritage Strategy 2017 2020 be placed on public exhibition for 28 days and the relevant stakeholders be invited to comment
- 3. That Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the draft Heritage Strategy for 2017 -2020.

#### RESOLUTION

Minute No. 45500		
Councillor J. Nolan moved	)	That the recommendation of item 14 be adopted.
Councillor C. Adams seconded	)	
		CARRIED

Councillor Nolan commented that the draft Heritage Strategy mentions the mineral and art intersections as "parklets" and asked for this reference to be removed before the document is placed on public exhibition.

Councillor Clark referred to page 6, recommendation 4 of the draft Heritage Strategy regarding digitalizing early Barrier Daily Truth articles and commented that there are other organisations (for example the Trades Hall) who also hold historical materials which could be digitalized.

The General Manager advised that these changes would be made prior to the document being placed on public exhibition.

### ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 50/17 - DATED DECEMBER 23, 2016 - DRAFT AGENCY INFORMATION GUIDE 2017 11/118

#### Recommendation

- 1. That Broken Hill City Council Report No. 50/17 dated December 23, 2016, be received.
- 2. That Council review the Draft Agency Information Guide.
- 3. That Council endorse the Draft Agency Information Guide for release to the Information Commissioner for review and potential guidance on the Draft Agency Information Guide.

#### RESOLUTION

Minute No. 45501		
Councillor D. Gallagher moved	)	That the recommendation of item 15 be adopted.
Councillor R. Page seconded	)	
-	•	CARRIED

# <u>ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 51/17 - DATED MARCH 15, 2017 - DRAFT CEMETERY MANAGEMENT POLICY FOR PUBLIC EXHIBITION</u> 13/163

#### Recommendation

1. That Broken Hill City Council Report No. 51/17 dated March 15, 2017, be received.

- That Council endorse the Draft Cemetery Management Policy for the purpose of public consultation.
- 3. That the Draft Cemetery Management Policy be exhibited for public comment for a 28 day period.
- 4. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Cemetery Management Policy.

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Minute No. 45502		
Councillor T. Kennedy moved	)	That the recommendation of item 16 be adopted.
Councillor M. Browne seconded	)	·
	ŕ	CARRIED

# <u>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 52/17 - DATED MARCH 15, 2017 - DRAFT REVISED MEDIA RELATIONS POLICY</u> 12/14

#### Recommendation

- 1. That Broken Hill City Council Report No. 52/17 dated March 15, 2017, be received.
- That Council endorses the draft revised Media Relations Policy for the purposes of public consultation.
- 3. That the draft revised Media Relations Policy be exhibited for public comment for a period of 28 days.
- 4. That Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the draft revised Media Relations Policy.

#### RESOLUTION

<u> Minute No. 45503</u>		
Councillor T. Kennedy moved	)	That the recommendation of item 17 be adopted.
Councillor B. Licul seconded	)	
		CARRIED

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 53/17 - DATED MARCH 14, 2017 - DEVELOPMENT APPLICATION FOR THE DEVELOPMENT OF A NEW ANIMAL POUND FACILITY AT LOT 1 DP 1162606 11/467

#### Recommendation

- 1. That Broken Hill City Council Report No. 53/17 dated March 14, 2017, be received.
- That consent be granted for Development Application 4/2017 for an animal pound facility at Lot 1 DP 1162606, No. 86 Airport Road, Broken Hill subject to the following conditions:

#### General

- 1. This consent relates to an Animal Pound Facility at Lot 1 DP 1162606, No. 86 Airport Road, Broken Hill, comprising:
- 20 dog cages,
- An office with future amenities,

- A cattery and veterinary room,
- · A carport and patio with shade sail,
- Exercise yards,
- · a dangerous dog enclosure,
- · a shipping container, and
- car parking for 5 vehicles including a space for persons with disabilities.

And as described and shown on the following documents submitted with the development application:

- Statement of Environmental Effects prepared by Broken Hill City Council,
- Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 2 of 5, C-005/16 Site and Contour Plan by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 3 of 5, C-005/16 Reinforced Concrete Footing & Slab Layout, Steelwork Marking Plan by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 4 of 5, C-005/16 Electrical, IT & Security Services, Sections and floor plans by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 5 of 5, C-005/16 Details by Kenx Design Associates Pty Ltd dated 21 January 2017, and
- Soil Testing Report prepared by CivilTest Pty Ltd dated 6 December 2016.

#### Notes:

Any alteration to the plans and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s96 of the Act, or a fresh development application. No works, other than those approved under this consent, shall be out without the prior approval of Council.

#### CONDITIONS THAT MUST BE COMPLIED WITH BEFORE WORK CAN COMMENCE

2. Notice of Commencement

Notice must be given to Council at least two (2) days prior to the commencement of building work.

3. Principal Certifying Authority/Construction Certificate

The following must be undertaken before any building works can commence:

- (a) A Principal Certifying Authority (PCA) must be appointed; and
- (b) A Construction Certificate must be obtained from either Council or an accredited certifier.
- 4. Existing services and damage to public assets

Prior to the commencement of any work(s) associated with this development:

- (a) The developer or his agent shall undertake a site inspection of the adjacent kerbs, gutters, carriageway, reserves and the like and document evidence of any damage to existing assets. Failure to identify existing damage will result in all damage detected after completion of the building work being repaired at the applicant's expense. Any damage to the adjacent kerb, gutter, footpath/road reserve area, carriageway and the like that occurs during development works shall be repaired by the applicant; and
- (b) The developer or his agent must check that the proposed works are not affected by any Council, energy utility, telecommunications, gas service or other services. Any required alterations to services will be at the developer's expense.

#### 5. Supervision of works

Prior to the commencement of any works, Council shall be advised in writing of the name of the person/company nominated to be responsible for construction works including erosion and sediment control measures.

#### 6. Sign - Supervisor Contact Details

The person/company responsible for the construction of site works must erect a sign at the site in a visible position with that person/company's name, license number, site address and contact number, and the name of the Principal Certifying Authority, accreditation number and telephone number, where the Principal Certifying Authority is not the Council.

#### 7. Protection of existing vegetation

No vegetation is to be removed from Lot 1 DP 1162606 or adjoining land at any time other than is necessary to construct and operate the animal pound facility within the site area shown on Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017, and Drawing No 2 of 5, C-005/16 Site and Contour Plan by Kenx Design Associates Pty Ltd dated 21 January 2017, and to provide access to the facility. All existing trees/vegetation that are within 6 metres of any works on the subject site, are to be marked with temporary barrier fencing external to the base of the tree. This must be inspected and approved by the Principal Certifying Authority.

# CONDITIONS THAT MUST BE COMPLIED WITH BEFORE A CONSTRUCTION CERTIFICATE CAN BE ISSUED

#### 8. Erosion and Sediment Control Plan

An Erosion and Sediment Control Plan and accompanying specifications for the construction phase of the works based on the Landcom manual "Soils and Construction, Managing Urban Stormwater, Vol 1 4th Edition, March 2004", shall be lodged for approval with the application for a Construction Certificate. All controls must be implemented, inspected and approved prior to the commencement of any site works.

#### 9. Stormwater and wastewater management

The stormwater and wastewater management system is to be designed to comply with the Trade Waste requirements of Essential Water. Details are to be submitted with the application for a construction certificate.

#### 10. Waste Minimisation and Management

A Waste Management Plan must be prepared that complies with the NSW DECC Environmental Guidelines: Classification and Management of Liquid and Non-liquid Wastes and lodged for approval with the application for a Construction Certificate. A copy of the approved plan shall be lodged with Council prior to the issue of the Construction Certificate.

#### 11. Driveway access plan

A plan that shows a layback driveway entrance to the site of the animal pound facility that is in accordance with Council's engineering specifications shall be lodged with Council prior to the issue of the Construction Certificate.

#### CONDITIONS RELATING TO THE APPROVED WORK AND SITE MANAGEMENT

#### 12. Soil and Water Management

All site works shall be undertaken in accordance with the Erosion and Sediment Control Plan and measures must be taken to ensure erosion and subsequent sediment movement off-site does not occur.

#### 13. Geo-technical requirements

Plans submitted with the application for a construction certificate must comply with the recommendations provided in the Soil Testing Report prepared by CivilTest Pty Ltd dated 6 December 2016.

#### 14. Waste Management

All waste must be contained within the site during construction and then be recycled in accordance with the approved Waste Management Plan or removed to an authorised waste disposal facility. No waste shall be placed in any location or in any manner that would allow it to fall, descend, blow, wash, percolate or otherwise escape from the site.

#### 15. Construction hours/storage

To limit the impact of the development on adjoining properties, the following must be complied with:

- (a) All construction work shall be restricted to the hours of 7:00am to 5:00pm Monday to Friday and 8:00am to 1:00pm Saturdays. No construction work shall take place on Sundays or Public Holidays,
- (b) The storing of construction equipment/materials, soil, spoil, or rubbish external to Lot 1 DP 1162606 is prohibited other than on the adjoining road reserve, and
- (c) The parking of machinery or vehicles shall only be on Lot 1 DP 1162606 in the immediate vicinity of the works area or on the adjoining road reserve.

#### 16. Landscaping

Landscaping is to be out as shown on Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017.

#### 17. Building Code of Australia

All building work must be out in accordance with the requirements of the Building Code of Australia.

### CONDITIONS THAT MUST BE COMPLIED WITH BEFORE AN OCCUPATION CERTIFICATE CAN BE ISSUED

#### 18. Compliance with conditions

Conditions 14 (Landscaping) shall be complied with and completed prior to the issue of an Occupation Certificate for the approved development.

#### 19. Occupation Certificate

An Occupation Certificate must be issued by the Principal Certifying Authority (PCA) before the building is used or occupied. If Council is the appointed PCA for this project, a minimum of twenty four (24) hours' notice must be given to Council to make an inspection of the work.

# CONDITIONS THAT RELATE TO ONGOING MANAGEMENT OF THE PROPOSED DEVELOPMENT

#### 16. Site Management and Maintenance

The proprietor shall at all times be responsible for on-going site management and maintenance in accordance with the following:

- (a) The use of the approved development must not:
- (i) cause transmission of vibration to any place of different occupancy,
- (ii) cause 'Offensive Noise' as defined in the Protection of the Environment Operations Act 1997, or
- (iii) Impact upon the amenity of any adjoining property or tenancy by reason of the emission of noise, dust, fumes, odour, vibration, electrical interference or otherwise.
- (b) Council must ensure that the facility is well maintained in consideration of the visual amenity of the area.

#### 17. Ongoing operations

The ongoing care and management of animals kept within the facility should have regard to the standards set out in the NSW Animal Welfare Code of Practice No 5 – Dogs and Cats in animal boarding establishments.

#### 18. Signage

Signage is to comprise a business identification sign and directional signs. All signage is to comply with the provisions of Broken Hill Development Control Plan 2016.

#### **REASONS FOR CONDITIONS**

Conditions of consent have been imposed to ensure that:

1. the proposed development achieves the objects of the *Environmental Planning and Assessment Act 1979* and complies with the provisions of relevant environmental planning instruments

- 2. the relevant public authorities have been consulted and their requirements met or arrangements made for the provision of services to the satisfaction of those authorities
- 3. the protection of the amenity and character of land adjoining and in the locality of the proposed development
- 4. any potential adverse environmental, social or economic impacts of the proposed development are minimised or mitigated
- 5. all traffic, car parking and access requirements arising from the development are addressed
- 6. the development does not conflict with the public interest

#### **RESOLUTION**

Minute No. 45504		
Councillor D. Gallagher moved	)	That the recommendation of item 18 be adopted.
Councillor C. Adams seconded	)	
	•	CARRIED

A Division was called which resulted in:

FOR: Crs Adams, Browne, Gallagher, Licul, Turley, Clark, Page and Nolan

AGAINST: Cr Kennedy ABSENT: Cr Algate

<u>ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 54/17 - DATED MARCH 06, 2017 - MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 22 FEBRUARY 2017</u>

#### Recommendation

- 1. That Broken Hill City Council Report No. 54/17 dated March 6, 2017, be received.
- 2. That the minutes of the Broken Hill Lead Reference Group Meeting held 22 February 2017 be received and noted.

#### **RESOLUTION**

Minute No. 45505		
Councillor M. Browne moved	)	That the recommendation of item 19 be adopted.
Councillor J. Nolan seconded	)	CARRIED
		CARRIED

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 55/17 - DATED MARCH 15, 2017 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 367 HELD TUESDAY FEBRUARY 7, 2017 AND MEETING NO 368 HELD TUESDAY MARCH 7, 2017 11/397

#### Recommendation

- 1. That Broken Hill City Council Report No. 55/17 dated March 15, 2017, be received.
- 2. That the minutes for the Local Traffic Committee Meeting No. 367, held February 7, 2017, be received and recommendations within minutes be adopted.
- 3. That the minutes for the Local Traffic Committee Meeting No. 368, held March 7, 2017, be received and recommendations within minutes be adopted.

RESOLUTION Minute No. 45506 Councillor D. Gallagher moved Councillor M. Clark seconded	)	That the recommendation of item 20 be adopted.  CARRIED
Councillor Kennedy advised that the gum Cathedral in Lane Street require trimming area.		acent to the Sacred Heart School and the anches are low preventing cars from parking in the
ITEM 21 - BROKEN HILL CITY COUNC LIST REPORT Recommendation	IL REPOF	RT NO. 56/17 - DATED MARCH 17, 2017 - ACTION 11/25
1. That Broken Hill City Council Report	No. 56/17	dated March 17, 2017, be received.
RESOLUTION Minute No. 45507 Councillor C. Adams moved Councillor M. Clark seconded	)	That the recommendation of item 21 be adopted.  CARRIED
COM	IMITTEE	EREPORTS
		RT NO. 57/17 - DATED DECEMBER 05, 2016 - TEE FRAMEWORKS AND CONSTITUTIONS 16/94
<u>recommendation</u>		
1. That Broken Hill City Council Report	No. 57/17	dated December 5, 2016, be received.
2. That Council adopt the Section 355 A	Asset Con	nmittee Manual
3. That Council adopt the Section 355 A	Advisory (	Committee Manual
4. That Council adopt the Section 355 (	Constitutio	ons for all eleven Section 355 Committees
That all previous Frameworks and Cowebsite.	onstitutior	ns become obsolete and be removed from Council's
RESOLUTION Minute No. 45508 Councillor T. Kennedy moved Councillor M. Browne seconded	)	That the recommendation of item 22 be adopted.  CARRIED
ITEM 02 DROVEN LINE OITY COUNC	u DEDO:	DT NO 50/47 DATED MADCH 45 2047

# <u>ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 58/17 - DATED MARCH 15, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES</u>

11/9

#### Recommendation

- 1. That Broken Hill City Council Report No. 58/17 dated March 15, 2017, be received.
- 2. That the Constitution of the Broken Hill Regional Art Gallery Advisory Committee be amended to include an additional community representative.

3.	That Clark Barrett be appointed as a community representative on the Broken Hill Regional Art
	Gallery Advisory Committee.

4. That Ann Evers be appointed as a community representative on the Riddiford Arboretum Community Committee.

FS	$\sim$	 _	

Minute No. 45509
Councillor T. Kennedy moved ) That the recommendation of item 23 be adopted.
Councillor J. Nolan seconded ) CARRIED

ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 59/17 - DATED MARCH 10, 2017 MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE
MEETING HELD 21 FEBRUARY 2017 12/57

#### Recommendation

- 1. That Broken Hill City Council Report No. 59/17 dated October 3, 2017, be received.
- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held February 21, 2017 be received.

#### RESOLUTION

Minute No. 45510
Councillor C. Adams moved
Councillor M. Clark seconded
)
That the recommendation of item 24 be adopted.
CARRIED

ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 60/17 - DATED MARCH 15, 2017 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETING HELD MARCH 13, 2017 12/54

#### **RESOLUTION**

Minute No. 45511
Councillor C. Adams moved
Councillor J. Nolan seconded

- That Broken Hill City Council Report No. 60/17 dated March 15, 2017, be received.
- 2. That minutes of the Picton Oval Community Committee Meeting held March 13, 2017 be received.
- That Council's Park and Gardens staff be thanked for their prompt action to attend to matters at the Picton Oval.

**CARRIED** 

#### QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 26 - QUESTIONS ON NOTICE NO. 3/17 - DATED FEBRUARY 24, 2017 - COUNCILLORS
QUESTIONS TAKEN ON NOTICE AT THE FEBRUARY 2017 COUNCIL MEETING
12/48,
BHC160401, 11/89

#### Recommendation

1. That Questions On Notice No. 3/17 dated February 24, 2017, be received.

# RESOLUTION Minute No. 45512 Councillor T. Kennedy moved ) That the recommendation of item 26 be adopted. Councillor J. Nolan seconded ) CARRIED

#### QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

From Item 13 – Service Review Framework

13/94

Councillor Clark requested a copy of Council's organisational chart.

Tidy Towns Working Group

16/94, 11/9

Councillor Adams requested that the Tidy Towns Working Group be re-established as a Section 355 Committee.

Tree Request 11/391

Councillor Kennedy advised that the gum trees adjacent to the Sacred Heart School and the Cathedral in Lane Street require trimming as the branches are low preventing cars from parking in the area.

#### CONFIDENTIAL MATTERS

ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 61/17 - DATED MARCH 09, 2017 - REGIONAL EXPRESS AIRLINES - PROPOSED AMENDMENT TO PARTNERSHIP AGREEMENT - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers a partnership agreement and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

#### Recommendation

- 1. That Broken Hill City Council Report No. 61/17 dated March 9, 2017, be received.
- 2. That correspondence from Regional Express Airlines dated March 8, 2017 regarding a proposed agreement for the introduction of a community fare be received and noted.
- 3. That Council advise Regional Express Airlines of its agreement to the terms of the proposal, noting that:
  - a) Rex will introduce a \$199.00 Community Fare on available seats, 24 hours prior to departure on the direct week day flights between Broken Hill and Sydney.

- b) Broken Hill City Council will provide a full head tax waiver on any Community Fare seats sold.
- c) Broken Hill City Council will provide assistance by locally promoting the introduction of the new Rex Community Fares.

ITEM 28 - BROKEN HILL CITY COUNCIL REPORT NO. 62/17 - DATED MARCH 15, 2017 - T17/1

DESIGN AND RECONSTRUCTION OF FAILED SEALED PAVEMENT SECTIONS OF BLENDE

STREET AND KANANDAH ROAD - TENDER SUBMISSIONS - CONFIDENTIAL

(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 62/17 dated March 15, 2017, be received.
- 2. That GBM CONSULTING SERVICES PTY LTD be awarded the Contract for Tender T17/1
- 3. That Council accept the lump sum fee of \$571,001 ex. GST for all tendered works under T17/1.

#### Minute No. 45513

Councillor J. Nolan moved ) That the confidential reports be considered in open session.

That the recommendations of items 27 and 28 be adopted.

**CARRIED** 

A Division was called which resulted in:

FOR: Crs Adams, Browne, Gallagher, Licul, Turley, Kennedy, Clark, Page and Nolan

AGAINST: Nil

ABSENT: Cr Algate

The Mayor invited the General Manager to report on the confidential matters. The General Manager advised that in respect of:

**Item 27** – Broken Hill City Council Report No. 61/17 - dated March 09, 2017 - Regional Express Airlines - Proposed Amendment to Partnership Agreement – **Confidential** 

- That Broken Hill City Council Report No. 61/17 dated March 9, 2017, be received.
- That correspondence from Regional Express Airlines dated March 8, 2017 regarding a proposed agreement for the introduction of a community fare be received and noted.
- That Council advise Regional Express Airlines of its agreement to the terms of the proposal, noting that:

a)	Rex will introduce a \$199.00 Community Fare on available seats, 24 hours prior to
	departure on the direct week day flights between Broken Hill and Sydney.

- b) Broken Hill City Council will provide a full head tax waiver on any Community Fare seats sold.
- c) Broken Hill City Council will provide assistance by locally promoting the introduction of the new Rex Community Fares.

**Item 28 - B**roken Hill City Council Report No. 62/17 - dated March 15, 2017 - T17/1 Design and Reconstruction of Failed Sealed Pavement Sections of Blende Street and Kanandah Road - Tender Submissions - **Confidential** 

- That Broken Hill City Council Report No. 62/17 dated March 15, 2017, be received.
- That GBM CONSULTING SERVICES PTY LTD be awarded the Contract for Tender T17/1
- That Council accept the lump sum fee of \$571,001 ex. GST for all tendered works under T17/1.

There being no further business the Mayor closed the meeting at 8:05 p.m.

THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON MAY 31, 2017.	) ) )
	CHAIRPERSON

### **REPORTS**

1.	BROKEN HILL CITY COUNCIL REPORT NO. 63/17 - DATED APRIL 11, 2017 - CORRESPONDENCE REPORT - MENINDEE LAKES WATER PROPOSAL (12/11)	25
2.	BROKEN HILL CITY COUNCIL REPORT NO. 64/17 - DATED APRIL 13, 2017 - DELIVERY PROGRAM - KEY PERFORMANCE INDICATORS PROGRESS REPORT AT 31 DECEMBER 2016 (13/79)	31
3.	BROKEN HILL CITY COUNCIL REPORT NO. 65/17 - DATED APRIL 13, 2017 - DRAFT COMMUNITY STRATEGIC PLAN - 2017 REVISION (11/89)	213
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5.	BROKEN HILL CITY COUNCIL REPORT NO. 67/17 - DATED APRIL 07, 2017 - DRAFT DISABILITY INCLUSION ACTION PLAN 2017-2021 (16/82)	428
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8.	BROKEN HILL CITY COUNCIL REPORT NO. 70/17 - DATED APRIL 05, 2017 - INVESTMENT REPORT FOR MARCH 2017 (11/48)	546
9.	BROKEN HILL CITY COUNCIL REPORT NO. 71/17 - DATED APRIL 07, 2017 - ADOPTION OF THE DRAFT AGENCY INFORMATION GUIDE (11/118)	559
10.	BROKEN HILL CITY COUNCIL REPORT NO. 72/17 - DATED APRIL 13, 2017 - ADOPTION OF DRAFT COMMUNITY ASSISTANCE GRANTS POLICY AND DRAFT HERITAGE ASSISTANCE GRANTS POLICY (12/114).	582

 Ordinary Council 26 April 2017

#### ORDINARY MEETING OF THE COUNCIL

April 11, 2017

#### ITEM 1

#### BROKEN HILL CITY COUNCIL REPORT NO. 63/17

SUBJECT: CORRESPONDENCE REPORT - MENINDEE LAKES WATER PROPOSAL 12/11

#### Recommendation

- 1. That Broken Hill City Council Report No. 63/17 dated April 11, 2017, be received.
- 2. That correspondence dated April 10, 2017 from the Member for Barwon, the Hon Kevin Humphries MP, be received.

#### **Executive Summary:**

Council has received correspondence from the Member for Barwon, the Hon Kevin Humphries MP in response to Council's invitation for him to attend the next Council Meeting in person or via skype to discuss the Menindee Lakes Proposal and the Murray Darling Basin Authority Northern Basin Review.

#### Report:

At the March 2017 Council Meeting, Council considered correspondence from the Parliamentary Secretary for Natural Resources and Western NSW, The Hon Rick Colless MLC.

The Parliamentary Secretary's correspondence advised that the NSW Government is committed to maximising the value of water in the Lakes by prioritising reserves in the deeper parts of the upper Lakes Wetherell and Pamamaroo will provide the most flexible use for local needs while also recognizing commitments to other uses downstream; and that recent inflows to Menindee Lakes are sufficient to assure a continuous water supply to Broken hill until the pipeline is commissioned.

In approving this report, Council resolved:

#### RESOLUTION

Minute No. 45489
Councillor M. Browne moved
Councillor B. Licul seconded

- 1. That Broken Hill City Council Report No. 38/17 dated March 14, 2017, be received.
- That Council invites the State Member to attend (or attend via skype) the next Council Meeting to explain his Menindee Lakes proposal and his view on the Murray Darling Basin Authority Northern Basin Review.

**CARRIED** 

Ordinary Council 26 April 2017

As per Council's resolution an invitation was forwarded to the Member for Barwon on April 4, 2017 (see attached copy).

Following advice from his Secretary that he will be unavailable on the evening of the April Council Meeting, Council's Executive Support Officer had been liaising with Mr. Humphries' Office to arrange a suitable time for a teleconference with Councillors. (see attached copy of emails).

Council has received further correspondence from the Member for Barwon as attached.

#### **Attachments**

- 1. Up Council's invitation to the Member for Barwon dated 4/4/2017
- 2. UE Emails to Kevin Humphries office
- 3. U correspondence from the Member for Barwon dated April 10, 2017

JAMES RONCON GENERAL MANAGER



Quote No L17/801 - 12/11

Telephone / Personal Enquiries Ask for Louise Schipanski

4 April 2017

The Hon Kevin Humphries MP Member for Barwon 1/142 Argent Street BROKEN HILL NSW 2880 Email sue.sulicich@parliament.nsw.gov.au

Dear Mr Humphries

Please address all communications to:
The General Manager
240 Blende Street
PO Box 448
Broken Hill NSW 2880
Phone 08 8080 3300
Fax 08 8080 3424
council@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

ABN 84 873 116 132

#### Invitation to attend April 2017 Council meeting

Council at its meeting held 29 March 2017 resolved to correspond with you to extend an invitation to attend the next ordinary meeting of Council. Minute No. (45489).

- 1. That Broken Hill City Council Report No. 38/17 dated March 14, 2017, be received.
- That Council invites the State Member to attend (or attend via skype) the next Council Meeting to explain his Menindee Lakes proposal and his view on the Murray Darling Basin Authority Northern Basin Review.

The next ordinary meeting of Council is Wednesday, 26 April 2017 commencing at 6.30pm in the Council Chambers.

Please contact Council's Executive Support Officer, Louise Schipanski on 08 8080 3390 or via email louise.schipanski@brokenhill.nsw.gov.au to advise of your availability.

Yours faithfully

JAMES RONCON GENERAL MANAGER

AUSTRALIA'S FIRST HERITAGE LISTED CITY

#### Bartlett, Leisa

From: Sent: Schipanski, Louise <Louise.Schipanski@brokenhill.nsw.gov.au>

To:

Thursday, 6 April 2017 9:41 AM Sue.Sulicich@parliament.nsw.gov.au

Cc:

Roncon, James

Subject:

Meeting with Kevin Humphries

#### Good morning Sue

Would you please provide some dates of when Kevin is available either in person or via video conference, to discuss the Menindee Lakes proposal with Councillors.

Thanks Louise

#### Louise Schipanski

Executive Support Officer, General Manager's Office 240 Blende Street PO Box 448 Broken Hill NSW 2880 **Phone** (08) 8080 3390 Louise.Schipanski@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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From: Sue Sulicich [mailto:Sue.Sulicich@parliament.nsw.gov.au]

Sent: Wednesday, 5 April 2017 2:44 PM

To: Schipanski, Louise < Louise. Schipanski@brokenhill.nsw.gov.au >

Subject: FW:

**Hello Louise** 

Thank you for the invitation for the invitation for Kevin Humphries, Member for Barwon to attend Council meeting on 26 April 2017 to discuss the Menindee Lakes proposal.

Unfortunately, Kevin will be unable to attend in person or via skype, as he will be travelling between Tottenham and Condobolin that evening.

Can you please tender Kevin's apology?

Thanks, Sue

### **Sue Sulicich**

ELECTORATE OFFICER - BROKEN HILL

Kevin Humphries MP, Member for Barwon

sue.sulicich@parliament.nsw.gov.au

1/142 Argent Street Broken Hill NSW 2880

ph 08 8087 3315 fax 08 8087 1796

www.kevinhumphries.cor

ppper in the commence of the c

From: Schipanski, Louise [mailto:Louise.Schipanski@brokenhill.nsw.gov.au]
Sent: Tuesday, 4 April 2017 4:43 PM

To: Sue Sulicich Subject:

Good afternoon

Correspondence attached for Kevin Humphries, from the General Manager

Regards Louise

#### Louise Schipanski

Executive Support Officer, General Manager's Office 240 Blende Street PO Box 448
Broken Hill NSW 2880
Phone (08) 8080 3390
Louise.Schipanski@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au



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### **Kevin Humphries MP**

MEMBER FOR BARWON

**BROKEN HILL OFFICE** 

10 April 2017

Mr. James Roncon General Manager Broken Hill City Council P.O. Box 448 BROKEN HILL. 2880

Dear James

I refer to your letter of 4 April 2017 and subsequent emails from your Executive Support Officer.

Some weeks ago I met informally with the General Manager, Deputy Mayor and the Mayor, to discuss the water situation for the region.

Broken Hill City Council has no jurisdiction over the Menindee Lakes nor its management.

I am aware that Council was briefed through the NSW Office of Water and this is the first step in the process of reconfiguration.

Reconfiguration has now commenced and has a long way to go.

NSW Office of Water is taking a lead in these negotiations which are extremely complex and will require interstate and MDBA support.

At this stage Broken Hill City Council doesn't have a collective view regarding the Menindee Lakes and failed to support the long term solution for Broken Hill's water supply, which is disappointing. The fact that some of the Broken Hill Councillors' comments have been misleading and divisive reflects poorly on Council and is not in the best interest of the local and wider community.

For the first time we have a commitment to achieving a better outcome for the Lakes and I respectively suggest if the Council wants any meaningful discussion or input on the issue, you develop a positive, consolidated view.

Given the motion was tabled at the meeting, feel free to table my letter at your next meeting.

I will continue to meet with the General Manager and the Mayor when the occasion arises.

Yours sincerely

KEVIN HUMPHRIES, MP Member for Barwon

hair Humphries

barwon@parliament.nsw.gov.au

www.kevinhumphries.com.au

Narrabri Office Suite 1, 60 Maitland Street (PO Box 345), Narrabri NSW 2390 ph 02 6792 1422 fax 02 6792 1466 Cobar Office 11 Barton Street (PO Box 99), Cobar NSW 2835 ph 02 6836 3722 fax 02 6836 3811 Broken Hill Office 1/142 Argent St, Broken Hill NSW 2880 ph 08 8087 3315 fax 08 8087 1796 Ordinary Council 26 April 2017

#### ORDINARY MEETING OF THE COUNCIL

April 13, 2017

13/79

#### ITEM 2

#### BROKEN HILL CITY COUNCIL REPORT NO. 64/17

<u>SUBJECT:</u> <u>DELIVERY PROGRAM - KEY PERFORMANCE INDICATORS</u>

PROGRESS REPORT AT 31 DECEMBER 2016

#### Recommendation

1. That Broken Hill City Council Report No. 64/17 dated April 13, 2017, be received.

2. That Council adopt the Delivery Program – Key Performance Indicators Report July – December 2016 inclusive of Operational Plan 2016-2017 outcomes.

#### **Executive Summary:**

The Office of Local Government, NSW Department of Premier and Cabinet established the Integrated Planning and Reporting Guidelines for all New South Wales Councils. One of the components within the framework is a four year Delivery Program.

Section 404 of the Local Government Act 1993 requires that 'The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months'.

#### Report:

The Integrated Planning and Reporting Framework comprises a Community Strategic Plan (10 years plus), a Delivery Program (four years) and an Operational Plan (one year).

This report relates to Council's progress against the adopted Community Strategic Plan and Delivery Program for the reporting period 1 July 2016 to 31 December 2016.

There has been a delay in reporting of the Delivery Program outcomes due to the implementation and testing of a new reporting template that now includes traffic light indicators.

The new template also provides for reporting of Operational Plan outcomes aligned to objectives in the Delivery Program for the report period, permitting annual tracking of the Delivery Program.

While the report for this period has a number of areas with duplicated reporting, the new Delivery Program 2017-2021 and Operational Plan 2017-2018 are drafted with a strong focus on more appropriate data measurement and reporting to reflect the differing requirements and purpose of each plan.

A review of a total of 188 performance targets set within **Council's Delivery Program** indicates that the 28 Key Performance Indicators (KPIs) were "completed" during the report period. It is premature to assess if the majority of KPIs will be met at this stage with 28 KPIs reported as "in progress" and 99 reported as "ongoing". There were 12 KPIs reported as "deferred", 11 KPIs reported "not commenced" and 10 KPIs reported as "not achieved".

A review of a total of 246 performance targets set within **Council's Operational Plan** indicates that the 47 Key Performance Indicators (KPIs) were "completed" during the report period. It is premature to assess if the majority of KPIs will be met at this stage with 30 KPIs

Ordinary Council 26 April 2017

reported as "in progress" and 113 reported as "ongoing". There were 27 KPIs reported as "deferred", 18 KPIs reported "not commenced" and 11 KPIs reported as "not achieved".

#### **Strategic Direction:**

Key Direction: 4. Our Leadership

Objective: 4.1 Openness and Transparency in Decision Making

Function: Leadership & Governance

DP Action: 4.1.1.7 A review of Delivery Plan Objectives is provided six-monthly

in accordance with guidelines.

#### **Relevant Legislation:**

Local Government Act 1993, Sect 404 - Delivery program

#### 404 Delivery program

(5) The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.

#### **Financial Implications:**

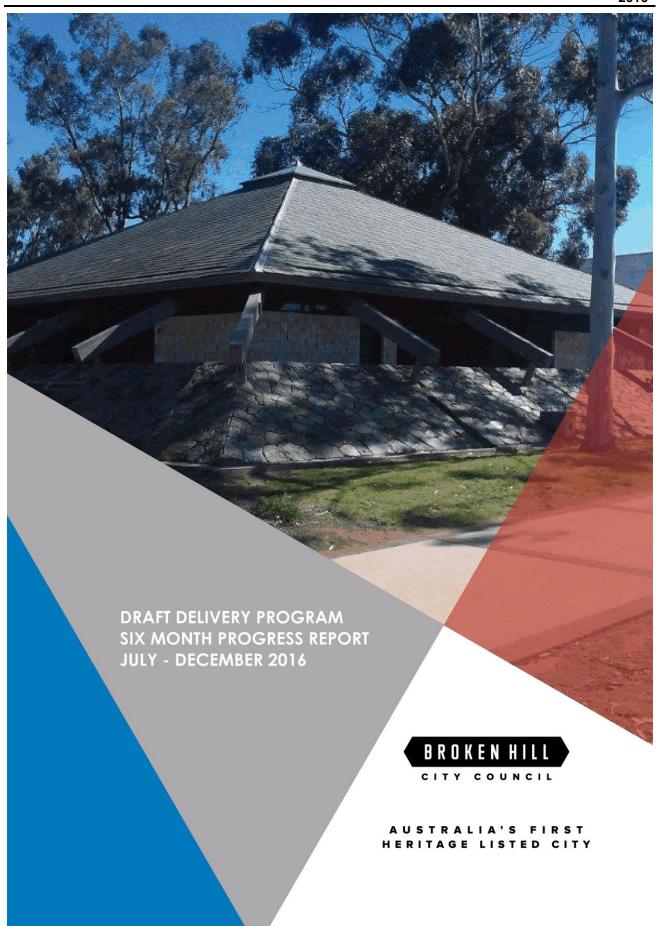
Measures and actions identified in the Delivery Program are adopted in accordance with Council's Long Term Financial Plan and annual budgets.

#### **Attachments**

1. UD Draft Delivery Program 6 Month Progress Report July - December 2016

RAZIJA NU'MAN CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON GENERAL MANAGER





QUALITY CONTROL			
QUALITY CONTROL			
TRIM REFERENCES	D16/42709 – 16/105		
KEY DIRECTION	4. Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
FUNCTION	Leadership & Governance		
STRATEGY	4.1.1.7 A review of Delivery Plan Objectives is provided six monthly in accordance with guidelines		
RESPONSIBLE OFFICER	General Manager		
REVIEW DATE	January 2018		
COMPANY	Broken Hill City Council		
PHONE NUMBER	08 8080 3300		
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au		
DATE	ACTION	MINUTE NO.	
26 April 2017	Adopted by Council		
NOTES	Front Cover Image: Broken Hill City Council Chamber Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017		
ASSOCIATED DOCUMENTS	Delivery Program 2014-2017 Operational Plan 2016/17		

### KPI STATUS KEY

STATUS	DEFINITION
Completed	This task has been achieved and there are no further report requirements.
In Progress	This task is currently being reviewed and/or relevant works to achieve this task are being undertaken.
Ongoing	This task continues to be relevant and no final report is available at this time.
Deferred	This task has been determined that further information or investigation is to occur prior to works being undertaken.
Not Commenced	This task is not required to be reported upon during this report period and will be reviewed during a future report period.
Not Achieved	This task has been unsuccessfully completed or not completed. Council will investigate and determine if this task should be reopened for review.

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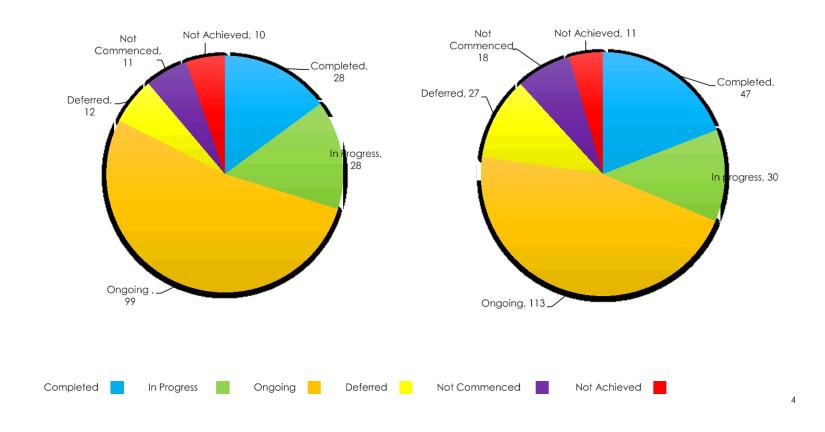
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### ORGANISATION SNAPSHOT

**DP Action KPI Status for Council** 

#### **OP Action KPI Status for Council**

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## OP Act

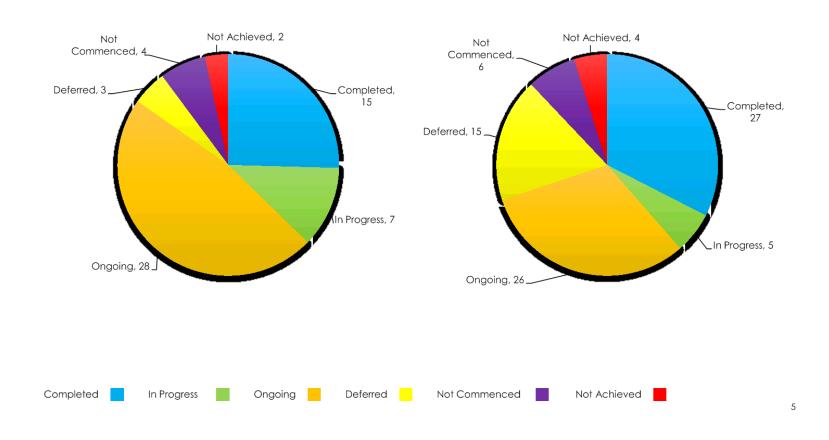
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## BROKEN HILL

### **OUR COMMUNITY**

#### **DP Action KPI Status**

#### OP Action KPI Status



## OBJECTIVE: 1.1 People in our community are in safe hands STRATEGY: 1.1.1 Increase community awareness of safer community initiatives

DP ACTION: 1.1.1.1 Develop a Community Safety Crime Prevention Plan

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Public Safety	Manager Infrastructure		Yes			
DP Per	formance Indicator(s)	Comment				KPI Status
1. Plar	is developed by 30 June 2014	Council's Community Safety an adopted by Council 30 Octobe				

DP ACTION: 1.1.1.3 Develop, plan and implement initiatives aimed at increasing animal control within the City

UNCTION	POSITION						13/14	14/15	15/16	16/17
Public Safety	Manager	Planning, De	evelopment &	Complianc	ce		Yes	Yes	Yes	Yes
DP	Performance India	cator(s)		Comm	nent					KPI Status
	A decrease in the I	se in the number of animal related  The wa 20 sca			The number of animal related complaints during the report period was 125, compared to 120 complaints during the same period in 2015. The increase of complaints can be attributed to the large scale storms experienced in November 2016 which saw damage to many properties and caused a spike in the number of stray animals.					
Completed	In Progress	Ong	oina	Deferred	Not Comm	enced	Not Ach	nieved		

OP ACTION: C03 Perform compliance inspections of all enclosures for dangerous and restricted dogs within the City to ensure compliance with the Companion Animals Act.

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	1. Increased compliance	Inspections were conducted of all currently listed and locatable Declared Dangerous and Restricted dogs.	

#### OP ACTION: C04 Provide education and awareness in relation to the responsibility of pet ownership

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Planning, Development & Compliance	30-Jun-2017		Reduction in animal control complaints	The number of animal related complaints during the period July – December 2016 was 125, compared to 120 complaints during the same period in 2015. The increase of complaints can be attributed to the large scale storms experienced in November 2016 which saw damage to many properties and caused a spike in the number of stray animals.	=

#### OP ACTION: C05 Provide a ranger service to undertake animal control activities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Planning, Development & Compliance	30-Jun-201 <i>7</i>	31-Dec-2016	1. Increase in number of complaints successfully addressed	All complaints were successfully addressed during the report period.	
Completed	In Progress	Ongoing	Deferred	Not Commend	ced Not Achieved	7

STRATEGY: 1.1.2 Promote a whole of community approach aimed at reducing preventable crime and nuisance within the city

DP ACTION: 1.1.1.2 Council supports the objectives of the 2013-2017 Safer Broken Hill Community Safety and Crime Prevention Plan

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Public Safety	Corporate Responsibility Officer		No	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
	ponsible KPI's within the 2013-2017 Safer In Hill Plan are met	Strategies within the Safer Broken Prevention Plan achieved as follo Partnership Participation, Strategy Environment and Strategy Four – Call successfully achieved with eve Party being promoted as safe cor Police presence at the event, and through advertising and requests	ws: Strategy  Three – Safe  Community  ents such as  mmunity events  d public ence	Two – Come Physical Safety Devethe Annual Cents with secondary	munity elopment Christmas curity and	•

### OP ACTION: C01 Partner with the community through participation in the Local Community Safety Precinct Committee (LCSPC) to reduce preventable crime

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Corporate Responsibility Officer	30-Jun-2017		Participation at LCSPC meetings	No meetings were held during the report period.	•
Completed	In Progress	Ongoing	Deferre	ed Not Comme	enced Not Achieved	8

#### OP ACTION: C02 Support identified actions within the 2013-2017 Safer Broken Hill Community Safety and Crime Prevention Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Number of activities supported	The Annual Christmas Pageant was held on 3 December 2016 and supported safe community events in accordance with Strategy Four – Community Safety Development of Council's Community Safety and Crime Prevention Plan.	•

#### DP ACTION: 1.1.1.4 Seek funding opportunities for increased lighting and crime prevention through initiatives including CCTV

FUNCTION	N	POSITION		13/14	14/15	15/16	16/17
Public Sa	fety	Manager Infrastructure		Yes	Yes	Yes	Yes
	DP Perfe	ormance Indicator(s)	Comment				KPI Status
	DP Performance Indicator(s)  1. Funding is achieved		No available funding opp period. Council's newly a engaged to investigate fu CCTV through Telstra Sma Government \$50m Digital	ppointed Grants Off uture funding opport art Community and t	ficer has bee tunities inclu he Federal	en	

#### OP ACTION: C06 Develop a plan showing prioritised proposed CCTV camera locations

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		Prioritised plan developed	Due to limited funding opportunities, the concept of CCTV cameras has been deferred until funding can be sourced.	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	enced Not Achieved	9

#### OP ACTION: C07 Develop and adopt a policy in the use of CCTV cameras in public spaces

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		1. Policy adopted	Due to limited funding opportunities, the concept of CCTV cameras has been deferred until funding can be sourced.	

#### OP ACTION: C08 Develop lighting strategy in line with Urban Design Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		1. Strategy developed	Strategy not developed. A lighting strategy is expected to be included as part of the pending Smart Communities Framework which is expected to be presented to Council in 2017.	

### OP ACTION: C09 Develop a Memorandum of Understanding with the NSW Police Barrier Local Command dealing with the use of CCTV in Broken Hill

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		Memorandum of Understanding signed	No Memorandum of Understanding has been drafted/signed due to limited funding and resources available for CCTV in Broken Hill.	



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#### OP ACTION: C10 Develop procedures dealing with the use of CCTV cameras in public spaces that comply with legislative requirements

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		1. Procedures developed	No procedures have been developed due to limited funding and resources available for CCTV in Broken Hill.	

#### STRATEGY: 1.1.3 Strengthen and encourage partnerships that promote a coordinated approach to community safety

#### DP ACTION: 1.1.1.5 Actively participate and support the Local and State Emergency Management Committees

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Public Safety	Manager Infrastructure		Yes	Yes	Yes	Yes		
DP Perf	formance Indicator(s)	Comment				KPI Status		
Number of meetings held		Two Local Emergency Management Committee meetings were held during the report period; in August and November 2016. No Regional Emergency Management Committee meetings were attended during the report period.						
2. Parti	cipation by agencies	Agencies represented at l recorded at each meetin Number of agencies repre • August 2016 meeti • November 2016 m	g. esented at meeting	s:	÷			
Completed	In Progress Ongoing	Deferred Not Commence	ed Not Acl	hieved				

### OP ACTION: C11 Facilitate the Local Emergency Management Committee

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COM	MENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		Meetings held in accordance with legislation		ngs held in accordance with tive requirements. Meetings are held erly.	
				Participation at meetings by agencies	Agencies represented at both meetings and attendance recorded at each meeting.		
					Numb meeti	er of agencies represented at ngs:	
					•	August 2016 meeting - 7 agencies	
					•	November 2016 meeting – 9 agencies	

#### OP ACTION: C12 Participate in emergency exercises with other combat and support agencies

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		Number of exercises attended	Council provides support to the Local Emergency Management Committee (LEMC) by delegating the functions of the Local Emergency Management Officer role (LEMO) to a Council Officer. The LEMO aims to attend and participate in all exercises.	•
					An emergency exercise was completed in August 2016.	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	nced Not Achieved	12

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### OP ACTION: C13 Support emergency services as required to minimise the risk of combat or recovery from natural, biological or technical disasters

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Safety	Manager Infrastructure	30-Jun-2017		Support services provided in a timely manner	Council provides assistance as required. LEMC email monitored, correspondence distributed, and administration support provided at quarterly LEMC meetings.	

#### STRATEGY: 1.1.4 Provide protection from natural and technological disasters

No report requirements during report period.

OBJECTIVE: 1.2 Our community works together STRATEGY: 1.2.1 Develop and implement initiatives to celebrate the achievements within the community

DP ACTION: 1.2.1.1 Facilitate the celebration of Australia Day

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Leadership & Governance	Tourism & Events Coordinator	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
1. Positive feedback from ceremony	No report requirement during report period. Event planning is currently in progress for event scheduled to be held for 26 January 2017	

#### OP ACTION: C14 Conduct an official ceremony for Australia Day

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-201 <i>7</i>		Numbers     attending the     ceremony show an     increase on     previous year	No report requirement during report period. Event planning is currently in progress for event scheduled to be held for 26 January 2017.	



### POSITION

OP ACTION: C15 Encourage the community to nominate someone for an Australia Day Award

COMPLETED MEASURE No report requirement for report period. Leadership Tourism & Events 30-Jun-2017 1. Increased Event to be held on 26 January 2017. Coordinator number of Governance nominations received

#### STRATEGY: 1.2.2 Encourage volunteering and create initiatives to support the strong volunteer base currently engaged in Broken Hill

#### DP ACTION: 1.2.1.2 Active volunteer working group supported

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Leadersh Governa	•	Tourism & Events Coordinator		Yes	Yes	Yes	Yes
	DP Perfor	rmance Indicator(s)	Comment				KPI Status
	1. Increa functions	ise in volunteer numbers and/or volunteer s	The Volunteer Awards Presentation with 180 people in attendance. Votwo day workshops with assistance	olunteering	Central Wes		

#### OP ACTION: C18 Facilitate and participate in a volunteer working group to encourage increased participation in volunteering

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-2017		Increase in volunteer numbers at Council	Monthly meetings held with Volunteer Working Group.	
Completed	In Progress	Ongoing	Deferred	d Not Comme	nced Not Achieved	15

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DP ACTION: 1.2.1.3 Develop, plan and implement a strategy to support, encourage and celebrate volunteers in our community

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Tourism & Events Coordinator		Yes	Yes	Yes	Yes
DP Pe	rformance Indicator(s)	Comment				KPI Status
1. Pla	n developed and implemented	The Broken Hill Volunteer City St Council's Ordinary Meeting 30 S 45073.	0,			
2. Inc	rease in volunteer numbers	Staff are continuing discussions Volunteer Management, which volunteer numbers.		,	_	

#### OP ACTION: C17 Implement activities in the Volunteer Strategy aimed at increasing volunteering

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-2017		1. Strategy implemented	Staff are continuing discussions and planning with Human Resources on volunteer induction and management.	

#### OP ACTION: C19 Recognise the contribution of volunteers through an annual event

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-2017	31-Dec-2016	Attendance at volunteer recognition event	There were 180 people in attendance at the annual event. The 2016 event attracted 450 attendees. The significant difference in attendance numbers is attributed to the Civic Centre being closed for construction and the requirement for a change of venue in 2016.	

#### OP ACTION: C20 Encourage the community to nominate someone for a volunteer award

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-2017		Increased     number of     nominations     received	There were 22 nominations received for the Volunteer Awards 2016. Previous years have seen a higher number of nominations received.	

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#### STRATEGY: 1.2.3 Develop relationships to address local issues and create opportunities

DP ACTION: 1.2.1.4 Develop and maintain new and existing partnerships including interagency agreements

			<u>, ,                                    </u>					
FUNCTION	РО	SITION		13/14	14/15	15/16	16/17	
Community Developmen		ecutive Support Officer		Yes	Yes	Yes	Yes	
DP	DP Performance Indicator(s)		Comment					
1. F	Partnerships	maintained and enhanced	Valuable partnership objectives are discussed at each Community Round Table meeting, actioned, progressed and reported to Council for information.					

OP ACTION: C21 Contribution is made to joint initiatives through attendance at relevant partner meetings and initiatives

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development	Executive Support Officer	30-Jun-201 <i>7</i>		Number of meetings attended	During the report period Council facilitated two meetings of the Broken Hill Community Strategic Plan Round Table Committee on 17 August 2016 and 16 November 2016.	
				2. Partnership objectives are progressed and of value	Stakeholder agencies who are members of the Committee submit reports on their agency's activities as well as discussing other projects that are occurring in the City to identify any impacts that these activities/projects may have on Council's Community Strategic Plan. All actions required from reports are included on the Committee's Action List Report with an update on the status of the action taken reported at the following meeting to inform members.	-
Completed	In Progress	Ongoing	Deferred	Not Commen	nced Not Achieved	18

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STRATEGY: 1.2.4 Openly share information to allow participation and inclusion

DP ACTION: 1.2.1.5 Develop, plan and implement a communications strategy to promote openness and allow participation and interest in the activities and decisions of Council

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Communication & Community En	No	Yes	Yes	Yes	
DP Perf	ormance Indicator(s)	Comment				KPI Status
	nmunity satisfaction with Council unication	tisfaction with Council A Community Satisfaction Sur				

#### OP ACTION: C22 Develop and implement a communications strategy

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Communication & Community Engagement Coordinator	30-Jun-2017		Strategy is developed and implemented	A Communications Strategy is currently being developed by Sauce Communications.	

#### OP ACTION: C23 Develop a communications plan as part of the project planning process for any significant activity or decision of Council

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Communication & Community Engagement Coordinator	30-Jun-2017		Community     satisfaction with     Council     communications	A Community Satisfaction Survey is yet to be developed.	
Completed	In Progress	Ongoing	Deferred	d Not Commer	nced Not Achieved	19

STRATEGY: 1.2.5 Promote the coordination of services and facilities where possible to ensure effective and efficient service delivery No report requirements during report period.

STRATEGY: 1.2.6 Develop, implement and evaluate strategies to address the impact of a changing population on local facilities and services DP ACTION: 1.2.1.6 Undertake community consultation activities to discuss the impact of population decline upon local facilities and services

FUNCTIO	N POSITION		13/14	14/15	15/16	16/17	
Commur Facilities			No	Yes	No	No KPI Status	
	DP Performance Indicator(s)  1. Increased awareness in relation to the impact		through consultation opportunities, media,				
	of population decline	Council reports and business plans representation to Government ag committees.					

### OP ACTION: C24 Participate in initiatives to inform the community about Council's current sustainability challenges including financial and asset management

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Communication & Community Engagement Coordinator	30-Jun-2017		Participation in initiatives	fon in Provision of information for public in forms of Heritage Toolkit, media releases, Council reports and presentations to Government, businesses, agencies and community.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	nced Not Achieved	20

STRATEGY: 1.2.7 Provide access to appropriate facilities, services and information based on community needs

DP ACTION: 1.2.1.7 Provide public amenities, halls and community centres to facilitate social capital and activity

FUNCTION	POSITION				13/14	14/15	15/16	16/17
Community Facilities	Manager I	nfrastructure			Yes	Yes	Yes	Yes
DF	Performance Indica	ator(s)	C	omment				KPI Status
	Utilisation rates of ho		•	Bookings for 1 July - 31 December 2016 include:  Council Chambers: 2  Ground Floor Meeting Room: 1  Aged Persons Rest Centre: 90  Town Square: 12  Patton Park: 2  Sturt Park: 15  AJ Keast Park: 3  Duke of Cornwall Park: 1  Joe Keenan Lookout: 1  Duff Street Park: 2  No complaints recorded during the report period.				
P ACTION: C	225 Provide public a	menities in key p	ublic areas					
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS			KPI STAT
Community Facilities	Manager Infrastructure	30-Jun-2017	31-Dec-2016	Amenities open     and maintained for     use to     accommodate     community	Public amenities a maintained in CBE			

#### OP ACTION: C26 Review public amenities as part of asset management planning

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017	31-Dec-2016	1. Review undertaken	Levels of Service community consultation revealed that the public are satisfied with the current number and maintenance levels of public amenities. Further investigation completed on the disposal and improvement of public amenities.	

#### OP ACTION: C27 Provide public halls and community centres through a centralised booking system

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017		1. Utilisation of community centres and halls	Bookings for 1 July - 31 December 2016 include:  Council Chambers: 2 Ground Floor Meeting Room: 1 Aged Persons Rest Centre: 90 Town Square: 12 Patton Park: 2 Sturt Park: 15 AJ Keast Park: 3 Duke of Cornwall Park: 1 Joe Keenan Lookout: 1	

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#### OP ACTION: C28 Review public halls and community centres as part of asset management planning

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017	31-Dec-2016	1. Review undertaken	Levels of Service community consultation undertaken in November 2015 which coincides with the Asset Management Plan reviews. Consultation with user groups to determine overall requirements will be conducted in early 2017.	•

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#### OBJECTIVE: 1.3 Our history, culture and diversity is embraced and celebrated

STRATEGY: 1.3.1 Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity

DP ACTION: 1.3.1.1 Provide an online calendar of events for the community to update with local events and activities

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Economic Development	Tourism & Events Coordinator	Tourism & Events Coordinator			Yes	Yes	
DP Perf	formance Indicator(s)	Comment		KPI Status			
1. Num	ber of events promoted on the calendar	The online events calendar promoted 81 events during the report					

period.

#### OP ACTION: C29 A calendar of events is available online and promoted to the community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		Number of     events promoted     on the calendar	The online events calendar promoted 81 events during the report period.	

STRATEGY: 1.3.2 Increase our capacity to plan and conduct public events in Broken Hill

#### DP ACTION: 1.3.1.2 Encourage events and activities in public spaces to create active spaces

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Community Development	Manager Infrastructure		Yes	Yes	Yes	Yes
DP Perfe	ormance Indicator(s)	Comment				KPI Status
1. Numl	ber of bookings for events in public spaces	Bookings for 1 July - 31 December  Council Chambers: 2  Ground Floor Meeting Roc  Aged Persons Rest Centre  Town Square: 12  Patton Park: 2  Sturt Park: 15  AJ Keast Park: 3  Duke of Cornwall Park: 1  Joe Keenan Lookout: 1  Duff Street Park: 2	om: 1	e:		
Completed	In Progress Ongoing Defe	erred Not Commenced	Not Act	nieved		

#### OP ACTION: C30 Implement the activation strategies outlined in the Living Museum-Perfect Light CBD renewal plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS		
Community Development	Manager Infrastructure	30-Jun-2017		1. Number of events held in the	There were 12 bookings for the Town Square during the report period.			
				Town Square	The Broken Hill Heritage City Week Heritage Near Me Roadshow was held in the Town Square during 10 - 12 October. This project is an element of the Broken Hill Living Museum + Perfect Light Plan.			

#### OP ACTION: C31 Support event organisers in understanding the process for holding events in public spaces

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development	Tourism & Events Coordinator	30-Jun-2017		Develop a guide     to public events	The development of a guide to public events is currently being undertaken.	
				Number of meetings with event organisers	There were 30 meetings held with event organisers during the report period.	
				Develop post event customer satisfaction survey	Pending further investigation.	
				4. Measure satisfaction of event organisers via post event customer survey	Pending further investigation.	
Completed	In Progress	Ongoing	Deferred	Not Commen	ced Not Achieved	26

#### DP ACTION: 1.3.1.3 Conduct the annual Christmas Pageant as an activity for the whole community

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Community Development	Tourism & Events Coordinator		Yes	Yes	Yes	Yes	
DP Perf	formance Indicator(s)	Comment				KPI Status	
1. Invo	Ivement in Christmas Pageant	The 2016 Christmas Page	The 2016 Christmas Pageant was held on 3 December 2016.				

OP ACTION: C32 Ligise with South Rotary to develop an event plan for the Christmas Pageant

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development	Tourism & Events Coordinator	30-Jun-2017	31-Dec-2016	1. Number of entry floats	There were 55 floats entered in the Christmas Pageant.	
				Number of volunteer organisations	There were 10 volunteer organisations that assisted with the Christmas Pageant.	
				3. Estimated number of people attending the event	It is estimated that 2,000 people attended the Christmas Pageant.	•

OP ACTION: C33 Enter a Council float in the Christmas Pageant to promote Council's role in the community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development	Tourism & Events Coordinator	30-Jun-2017	31-Dec-2016	1. Council float entered	A pageant float with the theme "Pool Safety Awareness" was decorated by Council Staff from all departments and entered in the Christmas Pageant.	
Completed	In Progress	Ongoing	Deferred	Not Commence	ed Not Achieved	27

STRATEGY: 1.3.3 Ensure our residents and visitors are aware of the importance of Broken Hill in Australian History

DP ACTION: 1.3.1.10 Maintain and enhance signage that promotes the history and heritage of Broken Hill

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Arts & Culture	Tourism & Events Coordinator	No	Yes	Yes	Yes	
DP Pe	rformance Indicator(s)	Comment				KPI Status
1. Less th	s than 5 complaints per year in relation to age signage	A Request for Quotation for a Destination Interpretive Frame 2016, for the Environmental D with the Living Museum + Perf members of the local communiterconnect the priority proje (Argent Street activation, BHF Archives digitisation) through amplification, placemaking of	ework was subm besign Agency to fect Light Project unity. This was de ects funded by B P Chimney re-inte signage, art, tec	itted in Dec work in cor t Steering G signed to HP Billiton Fo erpretation o chnology,	njunction roup and oundation	i

#### DP ACTION: 1.3.1.4 Advocate for the naming of Broken Hill as Australia's first heritage listed City

FUNCTIO	N	POSITION	POSITION							14/15	15/16	16/17
	Economic Executive Manager - Strategic City Development				City Devel	lopment			Yes	Yes	Yes	No
	DP Performance Indicator(s)					Comment						KPI Status
	Broken Hill named as first Heritage City of Australia		,	Announcement made on 20 Janu			uary 2015.			•		
Complete	ed 📉	In Progress		Ongoing	Deferr	ed	Not Commenced		Not Ach	ieved		2

### DP ACTION: 1.3.1.6 Preserve historic records held within Council custodianship

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Arts & Culture	Archives Officer		Yes	Yes	Yes	Yes
DP Perfe	ormance Indicator(s)	Comment				KPI Status
1. Stand	dards for custodian of archives met	A Preservation Needs Assessme completed in October 2016. Di commenced utilising school stu	igitisation of p	notographs		
		As part of the Living Museum + description has been written, sign commencing in December 201 position has been designed to I Charles Rasp Memorial Library the Building Basement, and ensure and access to a diverse range year special project appointmes 2017. Preparations have commended for renovation works due to consult transform the basement and art facility servicing the administration and social memory of	gned off and of for an Archivelead the Archivelead the Council the sustainabit of user groups ent that will contend to prepare the ground floor strative needs of the formation of the	advertised ves Specialis ves move fro Administrati lity of the co . This position mmence in pare the bas d-2017. Reno into a state	t. This om the son on ollection on is a 2 early sement ovations -of-the-	

#### OP ACTION: C37 In collaboration with volunteers, maintain archive records for the benefit of the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Archives Officer	30-Jun-2017		Number of volunteers	There are 12 volunteers currently assisting with maintaining Council's archive records	
Completed	In Progress	Ongoing	Deferre	d Not Comme	enced Not Achieved	29

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STRATEGY: 1.3.4 Provide cultural services and facilities that celebrate our rich history

#### DP ACTION: 1.3.1.5 Provide a regional library service for the City and outback area

FUNCTION	POSITION					
Arts & Culture	Library Services Coordinator		Yes	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
1. Nun	nber of active members	There are 9,322 Library members	There are 9,322 Library members.			

#### OP ACTION: C34 Manage, maintain and promote the regional library service

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Library Services Coordinator	30-Jun-2017		Number of active members	There are 9,322 Library members.	

#### OP ACTION: C35 Provide a library outreach service to outback locations

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Library Services Coordinator	30-Jun-2017		1. Number of borrowings	The number of borrowings for each type of service offered were:  Onsite at Library - 31,939 items issued  Housebound - 3,998 items issued  Outback Letterbox Library - 6,696 items issued  E-books = 122 items issued	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	enced Not Achieved	30

#### OP ACTION: C36 Review the regional library building to ensure it meets the needs of current and future generations

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Manager Infrastructure	30-Jun-2017		1. Review undertaken	A review of the Library and its services will be undertaken in early 2017 and reported to Council.	

#### DP ACTION: 1.3.1.7 Provide a Regional Art Gallery to contribute to the strong arts culture of the City

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Arts & Cu	ulture	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)  1. Visitation to Art Gallery		Comment		KPI Status		
			There were 12,079 visitors to the Regional Art Gallery during the report period.				
	2. Numbe	r of exhibitions	There were 15 exhibitions held duri	ng the repo	ort period.		

#### OP ACTION: C38 Manage, maintain and promote the Regional Art Gallery

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Corporate Responsibility Officer	30-Jun-2017		1. Number of exhibitions	There were 15 exhibitions held during the report period.	
				2. Number of visitors	There were 12,079 visitors during the report period.	
				3. Number of workshops	There were 45 workshops and 11 public programs held during the report period.	
Completed	In Progress	Ongoing	Deferre	ed Not Comm	nenced Not Achieved	31

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#### DP ACTION: 1.3.1.8 Provide the Albert Kersten Mining and Mineral Museum to celebrate out mining history

FUNCTION	١	POSITION		13/14	14/15	15/16	16/17
Arts & Cul	lture	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)  1. Visitation to mining and mineral museum		Comment		KPI Status		
			There were 5,914 visitors to the Albert Kersten Mining and Mineral Museum during the report period.				
	2. Numbe	er of exhibitions	There were 4 exhibitions during th	e report per	iod.		

#### OP ACTION: C39 Manage, maintain and promote the Albert Kersten Mining and Minerals Museum

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Corporate Responsibility Officer	30-Jun-2017		Visitation to     Albert Kersten     Mining and     Minerals Museum	There were 5,914 visitors during the report period.	

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DP ACTION: 1.3.1.9 Provision of facilities and programs that enhance the heritage of the city

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Arts & Culture	Tourism & Events Coordinator		Yes	Yes	Yes	Yes
	ormance Indicator(s)	Comment				KPI Status
1. Herito	age awards conducted annually	The Heritage Awards are schedule	ed to be hel	d in April 20	17.	
	ncil owned Art and mineral collections are ined and accessible to the community	Council's art and mineral collection and made accessible to the publicultural Facilities.				
	age assets are maintained and accessible community	Council's Infrastructure Departme with periodical internal and extern projects such as painting facades community access is achieved du	nal maintend . Minimal dis	ance, and sp sruption to	0	

### OP ACTION: C40 Conduct a heritage awards presentation and develop its potential to celebrate the City's built and cultural heritage and National Heritage Listing status

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Tourism & Events Coordinator	30-Jun-2017		Heritage awards undertaken	The Heritage Awards are scheduled to be held in April 2017.	

## OBJECTIVE: 1.4 Our built environment supports our quality of life STRATEGY: 1.4.1 Maintain the character of our historic City through good design

DP ACTION: 1.4.1.1 Undertake actions within the Heritage Strategy that support heritage design

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Arts & Culture	Manager Planning, Develop	No	Yes	Yes	Yes	
DP Perfo	ormance Indicator(s)	Comment				KPI Status
1. Actio	ons completed	Most actions are continuing completed 40 of the 48 acti Heritage Strategy. The most achievement was the herita Heritage City, announced o A Draft Heritage Strategy 20	ions identified in t outstanding and age listing of Broke on 20 January 201	ne 2014-2012 significant en Hill as Nat 5.	7 ional	

#### DP ACTION: 1.4.1.2 Include heritage considerations within the Draft Development Control Plan for the City

FUNCTION	POSITION	13/14	14/15	15/16	16/17	
Arts & Culture	Manager Planning, Development 8	& Compliance	Yes	Yes	No	Yes
DP Peri	formance Indicator(s)	Comment				KPI Status
	age considered in Development Contro aplemented	The Development Control Pla October 2016, minute number developed for the City with a conservation.	er 45292. This con	nprehensive	plan was	
Completed	In Progress Ongoing	Deferred Not Commenced	Not Act	nieved.		

#### OP ACTION: C41 Develop, plan and implement a Development Control Plan for the City of Broken Hill

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Arts & Culture	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	1. Plan implemented	The Development Control Plan was adopted by Council on 26 October 2016, minute number 45292.	

#### STRATEGY: 1.4.2 Social and recreational opportunities are provided for the enjoyment of all

#### DP ACTION: 1.4.1.10 Further develop and enhance the Asset Management Plan for Parks and Open Spaces

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Open Spaces	Asset Planner Open Spaces	Asset Planner Open Spaces			Yes	Yes	
DP P	erformance Indicator(s)	Comment					
	nplement agreed improvement initiatives as ned within the Plan	The Draft Asset Management Plan expected to be presented to Cou include an improvement plan.					

#### OP ACTION: C47 Undertake improvement plan as included in the Parks and Open Spaces Asset Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Open Spaces	Asset Planner Open Spaces	30-Jun-2017		Improvement actions undertaken in accordance with improvement plan timeframe	oken Parks and Open Spaces is obsolete and with was not adopted by Council. An updated	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	nced Not Achieved	35

DP ACTION: 1.4.1.11 Implement the Asset Management Plan for Parks and Open Spaces

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Open Spaces	Asset Planner Open Spaces		Yes Yes Yes			Yes
DP P	erformance Indicator(s)	Comment				KPI Status
	nplement initiatives in accordance with the urces provided in the Plan	The Draft Asset Management Plan accordance with valuation review Council by June 2017.				

#### OP ACTION: C48 Undertake actions and projects included within the Parks and Open Spaces Asset Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Open Spaces	Asset Planner Open Spaces	30-Jun-2017		Actions and projects undertaken in accordance with improvement plan timeframe	The previous Asset Management Plan Parks and Open Spaces was inaccurate and contained errors, causing the plan to be obsolete and not adopted by Council. An updated plan currently being drafted with a new improvement plan is expected to be presented to Council by June 2017. Once the plan is adopted, the improvement plan will be implemented and actions will be implemented commencing from the beginning of the 2017/18 financial year.	-

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DP ACTION: 1.4.1.14 Promote the Broken Hill Regional Aquatic Centre and manage contract obligations associated with the facility

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Community	Manager Infrastructure	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
Centre managed in accordance with the contract and within budget	The contract for the management of the Regional Aquatic Centre between Council and the YMCA NSW was renewed in July 2016.	
2. At least one joint promotional activity per quarter	Council currently supports free entry to the Broken Hill Regional Aquatic Centre on Australia Day of each year.	

OP ACTION: C51 Contract for Broken Hill Aquatic Centre managed effectively

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017		All conditions of contract complied with	Budget is being met and Broken Hill Aquatic Centre is being managed as per contract conditions.	

#### DP ACTION: 1.4.1.5 Maintain the cemetery to allow a final resting place and a place for residents and visitors to visit loved ones that have passed

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Community Facilities	Manager Infrastructure	Yes	Yes	Yes	Yes

	DP Performance Indicator(s)				Comment  Community satisfaction with cemetery is evident from positive feedback received from the community in the form of one written compliment and three gifts (declared as per Council's Gift Register). Nil complaints received.						KPI Status	
	Community satisfaction with cemetery											
Complete	ed 💮	In Progress		Ongoing	Defe	erred	Not	Commence	d 🔳	Not Achieved		

#### OP ACTION: C42 Investigate and plan for future demand at the cemetery

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017	31-Dec-2016	Future demand planned for	Review undertaken, with further scope of extensions to be completed in future.	

#### OP ACTION: C43 Maintain and operate the cemetery for the benefit of the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017		1. Number of complaints	Nil complaints received to for reporting period.	

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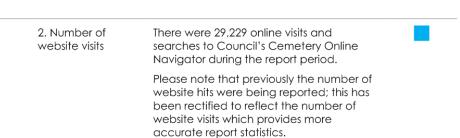
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DP ACTION: 1.4.1.6 Facilitate searches for deceased persons interred in the Broken Hill Cemetery

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Community Facilities	Corporate Services Coordinator		Yes	Yes	Yes	Yes
DP Pe	rformance Indicator(s)	Comment				KPI Statu
	mber of successful searches as a % of the searches	A total number of 215 cemetery searches were completed during the report period. Of the 215 searches, there were 12 searches deemed unsuccessful. This equates to approximately 94% successful searches during the report period.				
2. Number of online visits and searches conducted		There were 29,229 online visits and searches to Council's Cemetery Online Navigator during the report period.				
		Please note that previously the n reported; this has been rectified visits which provides more accur-	to reflect the	number of	_	
3. Dec	cline in the number of incorrect records	Records continue to be correcte	ed as errors ar	re identified		

#### OP ACTION: C44 Facilitate searches for deceased persons interred in the Broken Hill Cemetery

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Corporate Services Coordinator	30-Jun-2017	31-Dec-2016	Number of searches undertaken	A total number of 215 cemetery searches were completed during the report period. Of the 215 searches, there were 12 searches deemed unsuccessful. This equates to approximately 94% successful searches during the report period.	
Completed	In Progress	Ongoing	Deferred	Not Commenc	red Not Achieved	39



## DP ACTION: 1.4.1.7 Provide parks and open spaces for passive recreational activity

FUNCTION	N	POSITION	POSITION				16/17
Open Spo	aces	Manager Infrastructure		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)  1. Community satisfaction with parks and open spaces		Comment				KPI Status
			Levels of Service survey complete overall the current levels of service	that			

#### STRATEGY: 1.4.3 Our heritage is maintained and enhanced by initiatives to increase heritage value

# DP ACTION: 1.4.1.3 Heritage Strategy developed

FUNCTIO	ON	POSITIO	N				13/14	14/15	15/16	16/17
Arts & C	s & Culture Heritage and Planning Officer					Yes	No	No	No	
	DP Perfe	ormance Ind	icator(s	5)	Comme	ent				KPI Status
	1. Strategy developed				Heritage Strategy 2017- ed to be presented to C	_		ind		
Complete	ed	In Progress		Ongoing	Deferred	Not Commenced	Not Ach	nieved		

DP ACTION: 1.4.1.4 Implement actions contained within the Heritage Strategy that aim at increasing heritage value

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Arts & Culture	re Heritage and Planning Officer		No	Yes	Yes	Yes		
DP Performance Indicator(s)		Comment				KPI Status		
1.	. Number of actions complete	completed 40 of the 48 action Heritage Strategy. The most of achievement was the heritage	Most actions are continuing on an ongoing basis. Council completed 40 of the 48 actions identified in the 2014-2017 Heritage Strategy. The most outstanding and significant achievement was the heritage listing of Broken Hill as National Heritage City, announced on 20 January 2015.					

STRATEGY: 1.4.4 Improve the quality of roads in and around the City and region

DP ACTION: 1.4.1.12 Further develop and enhance the Asset Management Plan for Transport

FUNCTION	POSITION		13/14	14/15	15/16	16/17
ocal Transport	Asset Planner Transport		Yes	Yes	Yes	Yes
DP Perfo	rmance Indicator(s)	Comment				KPI Status
1. Impro	vement of asset data and plan content	The Draft Asset Management Pla developed and is expected to b 2017. Asset inspections and data com and a financial assessment is cu	pilation have	to Council k been comp	by June	
Completed	In Progress Ongoing De	ferred Not Commenced	Not Ach	nieved		

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## OP ACTION: C49 Undertake improvement plan as included in the Transport Asset Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Open Spaces	Asset Planner Transport	30-Jun-2017			,	

## DP ACTION: 1.4.1.13 Implement the Asset Management Plan for Transport

UNCTION	POSITION		13/14	14/15	15/16	16/17
ocal Transport	Asset Planner Transport		Yes	Yes	Yes	Yes
DP Perfo	ormance Indicator(s)	Comment				KPI Status
1. Numk	per of actions completed	The Draft Asset Manage was deemed obsolete of and provision of accura developed and is to be available condition data consultation completed to be presented to Cou	due to insufficient levente condition data. A language in accordance and results based of during 2015/16. The E	els of service Oraft Plan is e with newl n Levels of S	data being y ervice	
ompleted	In Progress Ongoing	Deferred Not Commer	nced Not Act	nieved <b>-</b>		

# OP ACTION: C50 Undertake actions and projects included within the Transport Asset Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Local Transport	Asset Planner Transport	30-Jun-2017		Improvement actions undertaken in accordance with improvement plan timeframe	The previous Asset Management Plan Transport was inaccurate due to limited inspection data and Levels of Survey results, causing the plan to be obsolete and not adopted by Council. An updated plan currently being drafted is expected to be presented to Council by June 2017. The works identified in the Draft Plan will determine future projects.	

STRATEGY: 1.4.5 Develop, implement and evaluate strategies to address the impact of a changing population on local facilities and services

# DP ACTION: 1.4.1.15 Undertake service level reviews on Council services to ensure effective delivery of service

FUNCTION	POSITION						13/14	14/15	15/16	16/17
Leadership & Governance	Business System	ns Analyst					Yes	Yes	Yes	Yes
DP Peri	formance Indicator(:	s)		Commen	t					KPI Status
1. Servi	ce level reviews undertaken		Service re 2017.	eviews are curr	ently being	g planned f	o commenc	e in		

# OP ACTION: C52 Undertake a service level review in relation to the provision of open space within the local government area

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Open Spaces	Manager Infrastructure	30-Jun-201 <i>7</i>		1. Accepted service level determined in consultation with the community in line with the Open Spaces Asset Management Plan	Service reviews are currently being planned to commence in 2017.	

## OP ACTION: C53 Undertake a service level review in relation to fleet

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Manager Infrastructure	30-Jun-2017		Internal savings identified	Service reviews are currently being planned to commence in 2017.	

# DP ACTION: 1.4.1.16 Undertake facility utilisation reviews

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Community Facilities	Manager Infrastructure		Yes	Yes	Yes	Yes		
DP Performance Indicator(s)  1. Facility utilisation assessments undertaken		Comment	Comment					
		Service level reviews are current 2017.	mence in					
Completed	In Progress Ongoing	Deferred Not Commenced	Not Act	nieved		4		

# OP ACTION: C54 Undertake two facility reviews of Council owned buildings identified in Asset Management Plans

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Manager Infrastructure	30-Jun-2017		1. Community consultation completed and recommendation made for two asset services as identified in the Building Asset Management Plan	Service level reviews are currently being planned to commence in 2017.	

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# OBJECTIVE: 1.5 Our health and wellbeing ensures that we live life to the full

STRATEGY: 1.5.1 Create opportunities for people to participate in active and healthy recreational activities

STRATEGY: 1.5.2 Provide quality health, medical and allied services to meet demographic changes, particularly 24-hour medical services, specialist services and mental health support services

DP ACTION: 1.5.1.1 Advocate for quality health, medical and allied services for the City where required

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Communit Facilities	ty Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>
	1. Representations made where required	Staff and Councillor representation meetings/consultations as required		nt health rela	ated	

#### OP ACTION: C55 Advocate for quality health, medical and allied services for the City where required

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Facilities	Corporate Responsibility Officer	30-Jun-2017		Representations made where required	Staff and Councillor representation at relevant health related meetings/consultations as required e.g. Lead Reference Group, Health Broken Hill Project.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	nced Not Achieved	46

STRATEGY: 1.5.3 Provide a suitable range of disability and aged care services

# DP ACTION: 1.5.1.11 Review the structure for the provision of disability and community care service provision by Council

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Community Services	ty Corporate Responsibility Offi	cer	No	Yes	Yes	Yes		
	DP Performance Indicator(s)	Comment				KPI Status		
	1. Structure reviewed	2016 to transition from dire	A service review was completed, with Council decision on 27 April 2016 to transition from direct provision of community services. Full transition to an external provider occurred on 1 October 2016.					

# OP ACTION: C68 Undertake a service level and governance review in relation to the provision of community support services

	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Corporate Services Responsibility Officer		30-Jun-2017 31-Dec-2016		1. Service levels reviewed in line with funding agreements and reviewed in light of State and Commonwealth policy directions	A service review was completed, with Council decision on 27 April 2016 to transition from direct provision of community services. Full transition to an external provider occurred on 1 October 2016.	
				2. Governance structure review commenced	The process of transitioning services to an external provider involved an Expression of Interest process, evaluation and report submitted to State and Federal funding bodies who made the final decision on the agency to whom Agreements would be novated.	

# DP ACTION: 1.5.1.3 Review the City of Broken Hill Ageing Strategy

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Community Services	Corporate Responsibility Officer		No	Yes	No	Yes
DP P	erformance Indicator(s)	Comment				KPI Status
1. A	geing Strategy reviewed and endorsed	The "Living Well" Ageing Strategy 2016, minute number 45292.	2016-2021 w	as adopted	27 July	

# OP ACTION: C57 Review the Broken Hill City Ageing Strategy

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	1. Strategy reviewed	The "Living Well" Ageing Strategy 2016-2021 was adopted 27 July 2016, minute number 45292.	

# DP ACTION: 1.5.1.4 Advocate for funding a new aged care accommodation facility

FUNCTION	POSITION				13/14	14/15	15/16	16/17
Leadership & Governance	. ,				Yes	Yes	Yes	Yes
DP Perf	ormance Indicator(s)		Commer	nt				KPI Status
1. Fund	unding is allocated to Broken Hill		There is decreasing need for expansion of specialised accommodation. The Federal direction is for intensive hom based care options rather than facility development.		me			
Completed	In Progress	Ongoing	Deferred	Not Commenced	Not Ach	nieved		

# OP ACTION: C59 Advocate for funding for a new aged care facility for Broken Hill

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Support funding applications from aged care providers	There is decreasing demand for specialised accommodation services accompanied by a Federal direction for intensive home based care options.	

# DP ACTION: 1.5.1.5 Maintain and operate a low care aged care service until future is determined

FUNCTION	N POSITION		13/14	14/15	15/16	16/17
Communi Services	ity Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment		KPI Status		
	Accreditation standards met	Shorty O'Neil Village ceased ope 23 December 2014. Accreditation this time.				

# OP ACTION: C60 Finalise subdivision of Shorty O'Neil Village and finalise future uses of the site

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Future use of     Shorty O'Neil     Village determined	Shorty O'Neil Village was subdivided and 42 units sold to Eureka Holdings. The settlement occurred on 22 December 2016.	•
Completed	In Progress	Ongoing	Deferred	Not Commend	eed Not Achieved	49

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DP ACTION: 1.5.1.6 Determine future of Shorty O'Neill Village

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Commur Services	nity	Corporate Responsibility Officer		Yes	No	No	No
	DP Perfo	ormance Indicator(s)	Comment				<b>KPI Status</b>
	1. Decis O'Neill \	ion made regarding the future of Shorty /illage	Following Council resolution to pr Shorty O'Neil Village, the Village s settled on 22 December 2016.				

# DP ACTION: 1.5.1.7 Maintain and operate a range of disability programs

UNCTION	POSITION		13/14	14/15	15/16	16/17
Community Services	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
DP Pe	rformance Indicator(s)	Comment				KPI Status
1. Ser	vices provided to meet community needs	All disability programmes operated they were transitioned to a new se				•
ompleted	In Progress Ongoing De	eferred Not Commenced	Not Act	nieved <b>II</b>		

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# OP ACTION: C58 Prepare for development of a four year Disability Inclusion Action Plan (DIAP) as per The Disability Inclusion Act 2014, Clause 6 of the Regulation

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-201 <i>7</i>		1. Plan developed by June 30, 2017	Council engaged consultant, Jenny Bray from Jenny Bray Training & Consulting, to assist in the development of Council's Disability Inclusion Action Plan. Several staff and community consultation sessions were held during the month of October 2016, running concurrently with a survey made available in soft and hard copy formats. The Draft Plan is expected to be presented to Council in early 2017.	

# OP ACTION: C61 Provide a range of respite, post school and individually tailored support programs

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Services meeting funded outputs	All services achieved required outputs.	
				Program funding maintained	Programme funding maintained up to transition of services on 1 October 2016.	
				Accreditation maintained	Accreditation maintained up to transition of services on 1 October 2016.	

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STRATEGY: 1.5.4 Provide equitable and appropriate access to public transport within Broken Hill City and regionally

DP ACTION: 1.5.1.2 Advocate for equitable and appropriate access to public transport where required

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Manager Infrastructure		Yes	Yes	Yes	Yes
DP Peri	formance Indicator(s)	Comment				KPI Status
1. Repr	resentations made where required	No opportunities were availabl	e for represent	ation.		

# OP ACTION: C56 Advocate for equitable and appropriate access to public transport where required

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Manager Infrastructure	30-Jun-2017		Representations     made where     required	No opportunities were available for representation.	

## STRATEGY: 1.5.5 Provide and maintain efficient and reliable utilities and services to the Broken Hill community

# DP ACTION: 1.5.1.8 Maintain and operate a range of community care programs

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Commur Services	nity	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Perfori	mance Indicator(s)	Comment				<b>KPI Status</b>
	1. Service	s provided to meet community needs	Council transitioned from delivery with novation of existing Agreeme agencies effective 1 October 201	nts with Sta	,		

# OP ACTION: C62 Provide a Home Care Packages and ComPacks program

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Services meeting funding outputs	All services achieved required outputs.	
				2. Program funding maintained	Council was subcontractor to Community Options Australia for the provision of the ComPacks Programme with the Agreement terminating on 30 June 2016. Community Options Australia made the decision to subcontract the service to Hammond Care.	•
				3. Accreditation maintained	Accreditation valid until Agreement terminated.	

# OP ACTION: C63 Coordinate and facilitate annual Community Service Forum

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Services	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	1. Annual forum held	No annual event was held during the report period due to Council's transition from Aged and Disability Services.	
				2. Networks maintained	Council have a Community Services Forum Contact List saved from previous forums and networking for future reference if required. Council no longer have direct involvement in holding an annual forum due to transition from Aged and Disability Services.	•

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DP ACTION: 1.5.1.9 Advocate for the continued supply of secure and affordable quality water supply for the City

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Leadership &	Executive Support Officer	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	KPI Status
1. Water secured for the City	Council has taken part in teleconferences and face-to-face meetings with various Ministers, and the Mayor has corresponded to various Government departments in relation to Menindee Lakes and water security for Broken Hill. Council has a strong relationship with Essential Water and will continue to communicate in regards to this important matter. The NSW Premier announced in June 2016 a \$500m plan to secure Broken Hill's water supply via a pipeline from the Murray River. Information obtained by Water NSW details the some 270 kilometres long pipeline bringing water to Broken Hill from the Murray River, near Wentworth. It is expected that construction will be completed by the end of 2018, with up to 240 jobs created during that time, the majority of which will be located	

in Broken Hill or Wentworth.

OP ACTION: C64 Actively participate in stakeholder reference group established for water supply issues facing the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Active representation at stakeholder reference groups	Council has taken part in teleconferences and face-to-face meetings with various Ministers and the Mayor has corresponded to various Government departments in relation to Menindee Lakes and water security for Broken Hill. Council has a strong relationship with Essential Water and will continue to communicate in regards to this important matter.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	enced Not Achieved	55

STRATEGY: 1.5.6 Provide our children with equitable access to a range of opportunities

DP ACTION: 1.5.1.10 Consider opportunities to participate in activities that enhance opportunities for our young people

or Action. I	.o. 1. To consider opportunites to participate in t	sentines mai emiance opponemies i	or our young	, people		
FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	. , ,		Yes	Yes	Yes	Yes
DF	P Performance Indicator(s)	Comment				KPI Status
	Activities undertaken by Council to support oung people	Several events have occurred dur support young people, such as Civ Heritage Near Me event, and the Party in the Park.	vic Centre s	hows and c	oncerts,	

OP ACTION: C65 Council provides coaching, mentoring and leadership opportunities for young persons in the Community

UNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Human Resources Manager	30-Jun-2017		Number of students participating in activities	The Youth Leadership Council has been re-established by the General Manager. Expressions of Interest were released in October 2016 to form the committee. A mentor has been appointed and the YMCA is also providing support. The General Manager has arranged for the Youth Leadership Council to feature as a specific item within the Draft Community Strategic Plan expected to be presented to Council in early 2017. The Youth Leadership Council will be provided a seat at the Community Strategic Plan Round Table Committee. Youth Leadership Council meetings will commence in 2017.	

# OP ACTION: C66 Support Sister City Advisory Committee to identify opportunities for young people

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development		30-Jun-2017		Number of meetings attended	Sister City status to be determined due to Canterbury-Bankstown Council merger.	

## OP ACTION: C67 Host Civic Debutante Ball

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Community Development	Tourism & Events Coordinator	30-Jun-2017		1. Debutante Ball held	The Civic Ball is scheduled to be held in May 2017.	

## STRATEGY: 1.5.7 Encourage cycling and walking, through developing safe tracks and paths

# DP ACTION: 1.4.1.8 Provide bicycle paths to encourage physical activity

FUNCTION	POSITION		13/14	14/15	15/16	16/17
ocal Transport	Manager Infrastructure			Yes	Yes	Yes
DP Perf	ormance Indicator(s) Com	ment				
1. Com the Cit	Com	omplaints received relating to ex munity satisfaction has not beer y and will be considered at a fu	obtaine	d through a	ı formal	•

# OP ACTION: C46 Existing bicycle lanes maintained

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Local Transport	Manager Infrastructure	30-Jun-2017		No reduction in bicycle lanes	No reduction in bicycle lanes in local area reported. Bicycle lanes visible.	

# DP ACTION: 1.4.1.9 Review the Pedestrian Access Mobility Plan

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Local Tra	nsport	Manager Infrastructure		Yes	No	No	Yes
	DP Performance Indicator(s)		Comment				KPI Status
1. PAMP reviewe		eviewed and initiatives implemented in nce with the resources provided in the nal Plan	The Pedestrian Access Mobility Pla reviewed by Council's Asset Inspe- prioritised and included in the Drat Transport. Both plans are expected June 2017.	ctor Roads. ft Asset Mar	Items will be nagement P	e costed, Ian	

#### OP ACTION: C45 Implement actions in the Pedestrian Access Mobility Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Local Transport	Manager Infrastructure	30-Jun-201 <i>7</i>		Prioritised     actioning     implemented in     accordance with     available resources	Council's Asset Inspector Roads and Asset Planner Roads are reviewing the action list within the PAMP and prioritising and quantifying items. Expenditure assessment will be completed by Asset Inspector Roads and a maintenance program will be developed to be included in the Asset Management Plan Transport.	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	nced Not Achieved	58

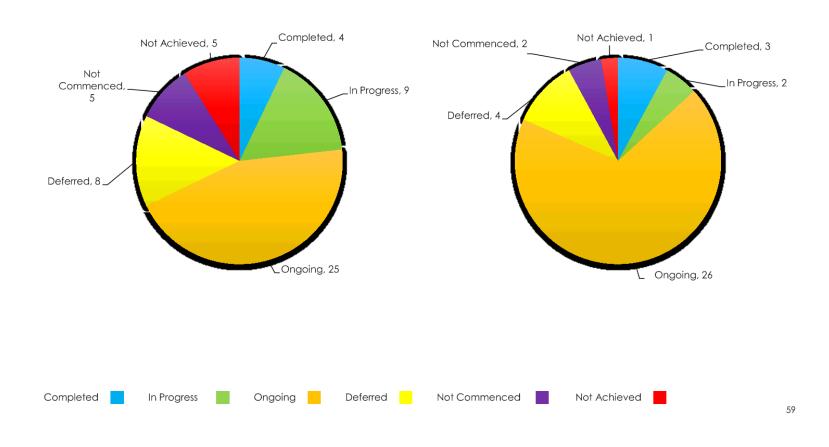
# BROKEN HILL

# **OUR ECONOMY**

# **DP Action KPI Status**

# **OP Action KPI Status**

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# OBJECTIVE: 2.1 Our economy is strong and diversified and attracts people to work, live and invest

STRATEGY: 2.1.1 Create greater collaboration and strategic planning capacity with a view to identifying opportunities and increasing economic activity

DP ACTION: 2.1.1.1 Collaborate with relevant partners to plan a summit to discuss economic conditions and unite leaders for a whole-of-City approach to economic development

FUNCTIO	N	POSITION	POSITION				16/17	
Economic Development DP Perfor		Executive Manager - Strate	No	Yes	No	Yes		
		nance Indicator(s)	Comment				<b>KPI Status</b>	
	1. Economic summit held		No economic summit held during the report period.					
			Broken Hill Living Museum + Pe	A Project Steering Group, comprising of external parties, for the Broken Hill Living Museum + Perfect Light Project has been established to progress the various elements of the bold and confident vision.				

# OP ACTION: E01 Collaborate with relevant partners and gain a commitment to holding a summit to discuss economic development for the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		1. Economic summit held	No economic summit held during the report period. A Project Steering Group, comprising of external parties, for the Broken Hill Living Museum + Perfect Light Project has been established to progress the various elements of the bold and confident vision.	•



FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City De	Yes	Yes	Yes	Yes	
DP Pe	erformance Indicator(s)	Comment				KPI Status
1. Up wide	to date economic information available ly	Broken Hill's economic and demo Council's website and is detailed				

# OP ACTION: E02 Provide an online data resource to meet a diverse range of enquiries about Broken Hill and contribute to economic decision making

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		Annual subscription to an online data tool	Economic and demographic data is available on Council's website through the provision of Council's annual subscription with.id (profile.id).	

# DP ACTION: 2.1.1.6 Lobby the State Government to ensure inclusion in the Resources for Regions program for mining affected communities



STRATEGY: 2.1.2 Develop and implement strategies and partnerships to encourage new investment opportunities within the region

DP ACTION: 2.1.1.3 Collaborate with government and industry partners to explore investment opportunities for the City

FUNCTION	POSITION	POSITION				
Economic Development	Executive Manager - Strategic City De	Yes	Yes	Yes	Yes	
DP Per	formance Indicator(s)	Comment				KPI Status
1. 4 rep	presentations to Government per annum	Various meetings with visiting Gov agencies held where available.	ernment po	liticians and		
2. Num	nber of informative responses to potential	Investors receive direction and po	0		0	

OP ACTION: E03 Support RDA Far West and the local business community in presenting Broken Hill investment opportunities to the NSW Trade and Investment, the Federal Department of Industry and other agencies

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		Representations made have included:     representations to     Government/industry     per annum     Presentation at launch of Cobalt     Blue Holdings (held at Tesla     Showrooms Sydney)     General Manager meeting with     Telstra CEO		
Completed	In Progress	Ongoing	Deferred	d Not Commence	ed Not Achieved	62

DP ACTION: 2.1.1.4 Actively pursue options for investment in the Broken Hill Studios to meet its objectives as a creative and cultural hub

FUNCTIO	N	POSITION	13/14	14/15	15/16	16/17	
Film Pron	notion	Executive Manager - Strategic City Development		No	Yes	Yes	Yes
	DP Perfo	rmance Indicator(s)	Comment				KPI Status
	Head Lessee/Tenants/Sale of Broken Hill Studios T		The Broken Hill Film Studio was sold 2016.	nber			

## OP ACTION: E04 Actively pursue options for investment/lease/sale of the Broken Hill Studios

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017	31-Dec-2016	1. Head lessee/tenants/sale of Broken Hill Studios	The Broken Hill Film Studio was sold at auction on 7 November 2016.	•

## STRATEGY: 2.1.3 Investigate transport hub options for Broken Hill and surrounds to drive and support economic activity

# DP ACTION: 2.1.1.8 Advocate to maintain or improve air, rail and road access to the region

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Strategic Transport	Executive Manager - Strategic City Dev	elopment	Yes	Yes	Yes	Yes
DP Perform	nance Indicator(s)	Comment				KPI Status
Positive Community Satisfaction levels indicate transport access is improved		Community satisfaction has not be period. Council continues to advound air in particular.				
Completed	n Progress Ongoing Defe	erred Not Commenced	Not Ach	nieved		

# OP ACTION: E06 Advocate to maintain or improve air, rail and road access to the region

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Strategic Transport	Executive Manager - Strategic City Development	30-Jun-2017		Advocate to maintain or improve air, rail and road access to the region	Council continues to advocate in areas regarding rail and air, in particular where the pensioner rail pass is concerned and in the development of the Broken Hill Airport Business Case and Federal funding application.	

## OP ACTION: E07 Determine the main modes of transport used by visitors and their generating regions and monitor change year on year

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Strategic Transport	Executive Manager - Strategic City Development	30-Jun-2017	31-Dec-2016	Quarterly data reviewed and reported	Data is based on tourism data reporting periods and provided quarterly to Council. Air passenger numbers are reported to Council on a monthly basis, inclusive of comparison of passenger numbers for the same month in the previous year.	



# STRATEGY: 2.1.4 Increase economic opportunities by activating public spaces

DP ACTION: 2.1.1.10 Consider ways to better use Council owned assets, particularly in Argent Street and Patton Village, to encourage the establishment of innovative tourism and hospitality ventures

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City Dev	velopment	No	No	No	Yes
DP Pe	erformance Indicator(s)	Comment				<b>KPI Status</b>
	clude opportunities for Council owned assets urism & Hospitality	Improved public program is now in Regional Art Gallery.	n place at t	he Broken H	ill	

# DP ACTION: 2.1.1.17 Develop a Main Street strategy for Argent Street with an aim to revitalise the precinct as an iconic heritage destination for locals and visitors

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic	City Development	No	No	Yes	Yes
DP Per	rformance Indicator(s) Comment					<b>KPI Status</b>
1. Mai	n street strategy developed	Museum + Perfect Light Project p Quotation for a Wayfinding and Framework was issued in Decem Design Agency to work in conjur and members of the local comm projects funded by BHP Billiton Fo activation, BHP Chimney re-inter digitisation) through signage, art placemaking and urban activati Symposium proposed for 2017 ha This project will invite local, nation submit proposals around key the Perfect Light Project. Work would	At the Council meeting on 24 June 2015, the Broken Hill Living Museum + Perfect Light Project plan was adopted. A Request for Quotation for a Wayfinding and Whole-of-Destination Interpretive Framework was issued in December 2016 for an Environmental Design Agency to work in conjunction with the Steering Group and members of the local community to interconnect the priority projects funded by BHP Billiton Foundation (Argent Street activation, BHP Chimney re-interpretation and Archives digitisation) through signage, art, technology, amplification, placemaking and urban activation. The Argent Street Sculpture Symposium proposed for 2017 has been submitted to Arts NSW. This project will invite local, national and international artists to submit proposals around key themes within the Living Museum + Perfect Light Project. Work would include community engagement, workshops and mentoring of emerging artists.			
Completed	In Progress Ongoing	Deferred Not Commenced	Not Ac	hieved		

# OP ACTION: E13 Coordinate the implementation of a main street urban renewal infrastructure development and activation program

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Executive Manager - Strategic City Development	30-Jun-2017		Measures of success through grants, lighting and arts installations and event activation	Council has received in excess of \$12m towards various elements of the Broken Hill Living Museum + Perfect Light project, with the most recent being \$200k from Arts NSW for the Argent Street Sculpture Symposium proposed for 2017.	

# STRATEGY: 2.1.5 Manage and develop public infrastructure to enhance economic opportunities

# DP ACTION: 2.1.1.9 Develop and implement Business Plans for key Council owned tourism related assets to assure their economic viability and business focus

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Corporate Responsibility Officer		No	No Yes Yes	Yes	Yes
DP Perfo	ormance Indicator(s)	Comment			KPI Status	
1. Business Plans complete for: Broken Hill Regional Art Gallery; Albert Kersten Mining & Mineral Museum; Living Desert; Visitor Information Centre; Civic Centre		<ul> <li>Business Plans are currently at different stages for each of Council's tourism related assets:</li> <li>The Broken Hill Regional Art Gallery currently has a Strate Plan in place, which is to be scheduled for review.</li> <li>The Albert Kersten Mining and Mineral Museum's most recent Strategic Plan expired in 2016 and is to be scheduled for review.</li> <li>The Living Desert Primitive Camp Ground Business Plan has commenced development and is expected to be completed early 2017.</li> </ul>			ı Strategic most Plan has	ic
Completed	In Progress Ongoing Defe	erred Not Commenced	Not Act	nieved <b>=</b>		6

 The Visitor Information Centre Business Plan is included within the Broken Hill Strategic Tourism Plan 2010-2020 and is to be scheduled for review to become a standalone document.

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 The Civic Centre Business Plan 2015-2020 is current and may be reviewed following the reopening of the Civic Centre, post upgrades.

# OP ACTION: E08 Develop and implement Business Plans for key Council owned tourism related assets to assure their economic viability and business focus

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Cultural Facilities Operation Supervisor	30-Jun-2017	31-Dec-2016	Businesses plan     complete for     Broken Hill Regional     Art Gallery	The Broken Hill Regional Art Gallery currently has a Strategic Plan in place, which is expected to be updated in 2017.	•

## STRATEGY: 2.1.6 Secure high-speed broadband for the City

# DP ACTION: 2.1.1.12 Advocate to improve opportunities for technology and innovation, including the roll-out of high speed broadband to include Broken Hill

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City Dev	relopment	Yes	Yes	Yes	Yes
DP Perf	ormance Indicator(s)	Comment				<b>KPI Status</b>
an increase in technology related advancements		While Economic updates are no loconjunction with RDA Far West, te being seen through the establishmend smart technology incorporate refurbishment.	nts are ramework			
Completed	In Progress Ongoing Defe	erred Not Commenced	Not Ach	nieved		

DP ACTION: 2.1.1.13 Develop a program to position Council and the City for High Speed Broadband implementation

FUNCTION	POSITION					16/17
Economic Development	Executive Manager - Strategic City	Development	No	No	Yes	Yes
DP Pe	rformance Indicator(s)	Comment				<b>KPI Status</b>
1. Pro	gram developed and implemented	High Speed Broadband not this reporting period. This is e	,			

STRATEGY: 2.1.7 Pursue new ideas and approaches for business and industry investment including creative industries, renewable energy and technology related projects

DP ACTION: 2.1.1.16 Collaborate with key stakeholders to increase value for new and existing businesses

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City De	evelopment	Yes	Yes		
DP Pe	erformance Indicator(s)	Comment				KPI Status
<ol> <li>Collaborative participation in meetings and projects</li> </ol>		Council meets with a range of bus including event managers, tourism renewable investors, and film mak	n business o			
2. 4 fo	orums/workshops held per year	Public workshops with a focus on a themes are pending the move of the Administration Centre and app	the Archive	s from the Li	brary to	
Completed	In Progress Ongoing De	eferred Not Commenced	Not Act	hieved <b>—</b>		68

# including the BizConnect service FUNCTION POSITION TARGET COMPLETED MEASURE COMMENTS

OP ACTION: E11 Participate in meetings and projects associated with the Broken Hill Chamber of Commerce, businesses and RDA Far West

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		1. Regularly attend meetings and participate in six monthly reporting against small business support of Council	Council reports regularly against small business initiatives.	

# OP ACTION: E12 Support the RDA Far West to investigate the capacities and limitations for Broken Hill and Far West NSW to develop as a future renewable energy centre

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		1. Support provided	Pending requirements of RDA Far West.	

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# STRATEGY: 2.1.8 Both new and existing businesses are developed, supported and promoted

No report requirements during report period.



# OBJECTIVE: 2.2 We are a destination of choice and provide a real experience that encourages increased visitation

STRATEGY: 2.2.1 Cooperatively engage government, business and community stakeholders in developing a strategic approach to the management of tourism

DP ACTION: 2.2.1.1 Participate in tourism industry boards and working parties

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Tourism Development	Executive Manager - Strategic City Development	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
1. Active participation	Council are working with Destination Far West on local tourism matters.	

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# OP ACTION: E14 Participate in Inland NSW Tourism and Destination Far West

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Executive Manager - Strategic City Development	30-Jun-2017		Active     participation and     outcomes     associated with     relevant     plan/project     implementation	Inland NSW has wound down and Council continues to work with Destination Far West.	



DP ACTION: 2.2.1.2 Continue to work collaboratively with Inland NSW, Destination NSW and local operators to develop & implement future marketing and promotional initiatives

FUNCTI	ON	POSITION	13/14	14/15	15/16	16/17
Tourism	Development	Executive Manager - Strategic City Development	Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment		KPI Status		
	Marketing programs achieved an demonstrate increase in tourism nun against previous years		n			

DP ACTION: 2.2.1.4 Participate in a review to establish an effective industry governance model for tourism in Broken Hill and the Far West

FUNCTION	POSITION				13/14	14/15	15/16	16/17
Tourism Development	Executive Manager -	- Strategic City	Development		No	Yes	No	No
DP Pe	rformance Indicator(s)		Commer	nt				KPI Status
DP Performance Indicator(s)  1. Final report		consultat since forr has wour to Destin West will	SW formed Destination tion with industry. A new destination and down, handing all ation Far West and Bradetermine its own futtons of the new NSW Towns of th	ew structure for zone committe IP and registrati oken Hill City Co ure based on th	tourism in Names and Inlandions that are buncil. Destinating	SW has ad NSW e relevant nation Far	•	
Completed	In Progress On	ngoing	Deferred	Not Commenced	Not Ach	nieved <b>–</b>		7

DP ACTION: 2.2.1.5 Ensure the strategies contained within Broken Hill Strategic Tourism Plan remain informed

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Development	Executive Manager - Strategic t	City Development	No	No	No	Yes
DP	Performance Indicator(s)	Comment				<b>KPI Status</b>
1. S	itrategy review undertaken	A strategy review is not red	quired until the 2018	/19 report p	period.	

STRATEGY: 2.2.2 Institute a destination-based research program to better inform decision-making

No report requirements during report period.

STRATEGY: 2.2.3 Investigate the development of industry led tourism to drive a robust tourism sector

No report requirements during report period.

STRATEGY: 2.2.4 Ensure service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism

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DP ACTION: 2.2.1.13 Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of Broken Hill in history

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Tourism Developm	Executive Manager - Strategic City Development ent	No	No	Yes	Yes
	DP Performance Indicator(s) Comment				KPI Status
	1. 2 new heritage tourism products developed annually The Broken Hill Heritage Toolkit co hard copy formats), website and on 10 October 2016.		_	,	
Completed	In Progress Ongoing Deferred Not Commenced	Not Act	nieved		72

# OP ACTION: E23 Support the Heritage Event Advisory Committee to develop an events calendar to celebrate and commemorate historically significant events

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Executive Manager - Strategic City Development	30-Jun-2017		1. Number of events achieved	The Miners Memorial Day event was held on 9 October 2016. This included the Line of Lode Memorial Service and the Community Heritage Picnic.	

## DP ACTION: 2.2.1.14 Undertake a benchmark study of other heritage listed mining cities world-wide to understand their strategies for tourism

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Development				No	Yes	Yes
DP Pe	erformance Indicator(s)	Comment				KPI Status
1. Glo	obal benchmark study is finalised	Budget not allocated in this fi	inancial year.	ncial year.		

# OP ACTION: E24 Relationships are investigated between Broken Hill and other significant heritage mining cities and World Heritage Listing is under consideration

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Executive Manager - Strategic City Development	30-Jun-2017		Membership of international heritage organisation and application of interest for World Heritage Listing	Council will review its commitment to the World Heritage Listing during 2017/18.	
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	73

# DP ACTION: 2.2.1.6 Collaborate with businesses to enhance visitors experience and maximise yield

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Developme	Executive Manager - Strategic City De ent	velopment	Yes	Yes	Yes	Yes
	OP Performance Indicator(s)	Comment				<b>KPI Status</b>
	I. Increased participation in tourism partnership program	Program ceased upon establishm	ent of Destir	nation Far W	est.	

# OP ACTION: E17 Adopt a customer service approach across all Council owned tourism related facilities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		Customer satisfaction survey	This will be reviewed pending Council's implementation of the Draft Customer Service Framework.	

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# DP ACTION: 2.2.1.7 Investigate sustainability training and accreditation programs for tourism operators

FUNCTION	POSITION		13/14	14/15 15/16	16/17	
Tourism Tourism & Events Coordinator Development		No No		No	No	Yes
DP P	erformance Indicator(s)	Comment				KPI Status
1. Conduct 2 industry forums		Council did not conduct ar period. There are however available for industry to tak	accreditation prog			•
Completed	In Progress Ongoing	Deferred Not Commence	d Not Ach	siava d		

# STRATEGY: 2.2.5 Enhance the provision and delivery of authentic visitor products and experiences

# DP ACTION: 2.1.1.15 Implement actions to increase participation of arts and cultural enterprises in the tourism industry

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Developm	Tourism & Events Coordinator ent		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>
	Increased participation of arts and cultural enterprises in tourism related initiatives	Council works with enterprises for Centre information and website on onto newsletters providing industr				

# OP ACTION: E10 Create art and heritage trails encompassing businesses and community landmarks

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		Trails are     developed in print,     online and     applications (apps)	The Visitor Information Centre has a suite of information about tours and trails available.	

# DP ACTION: 2.1.1.5 Develop a City information pack for new and potential residents to promote living in Broken Hill

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City D	velopment No No			Yes	Yes
DP Pe	erformance Indicator(s)	Comment				<b>KPI Status</b>
1. Information pack developed and distributed		A New Residents Pack is currentl hard copy formats and is expecend of 2017.				

# OP ACTION: E5 Develop a City information pack for new and potential residents to promote living in Broken Hill

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		1. Four representations to Government/industry per annum	A web based solution is in progress. A New Residents Pack is currently being developed in soft and hard copy formats and is expected to be ready for distribution by end of 2017.	

## DP ACTION: 2.2.1.10 Promote the Albert Kersten Mining and Mineral Museum as a tourist attraction

FUNCTION	POSITION	13/14	14/15	15/16	16/17	
Tourism Development	Executive Manager - Strategic City De t	velopment	Yes	Yes	Yes	Yes
DP	Performance Indicator(s)	Comment	KPI Statu			
	Number of people visiting per annum/number visitors	There were 5,914 visitors during the				

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## OP ACTION: E20 Develop strategies to increase tourist visitation to the Albert Kersten Mining and Minerals Museum

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Cultural Facilities Operation Supervisor	30-Jun-2017		Number of people visiting per annum	There were 5,914 visitors during the report period.	
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	76

## DP ACTION: 2.2.1.11 Promote the Living Desert as a tourist attraction

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Tourism Developm			Yes	Yes	Yes	Yes	
	DP Performance Indicator(s)	Comment		KPI Status			
	Number of people visiting per annum/number of visitors	There were 16,044 visitors to the Living Desert during the report period. This number is made up of visitors via pay bay, annual passes and bus visitors.					

## OP ACTION: E21 Develop strategies to increase tourist visitation to the Living Desert

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Environment, Waste & Recycling Specialist	30-Jun-2017		Number of people visiting per annum	There were 16,044 visitors to the Living Desert during the report period. This number is made up of visitors via pay bay, annual passes and bus visitors.	

## DP ACTION: 2.2.1.19 Undertake an audit for tourism related signage in the City

FUNCTIO	N	POSITION	POSITION				13/14	14/15	15/16	16/17	
Tourism Develop	ment	Tourism &	Events	Coordinator				No	No	Yes	No
	DP Perfor	mance Indic	cator(s)	)		Commen	t				KPI Status
	1. Audit u	undertaken				Destination	that will provide ba on Wayfinding and ed in 2017.				
Complete	ed	In Progress		Ongoing	Defen	red	Not Commenced	Not Ach	ieved <b>E</b>		7

DP ACTION: 2.2.1.8 Operate the Visitor Information Centre as a hub for the visitor economy

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Tourism Development	Cultural Facilities Operation Supervisor	Yes	Yes	Yes	Yes

Number of hits to the website per annum     The 70,7      Participation by industry in tourism programs     Ind at 1 threadur specific per annum	re were 55,182 visitors during the report period.  total webpage hits for www.brokenhillaustralia.com.au was 827 during the report period.  ustry participation in the Visitors Guide and through promotion he Visitor Information Centre. Additional industry participation bugh website and social media activities. A forum was held	
3. Participation by industry in tourism programs Ind at three dures per specific participation by industry in tourism programs Industry in tourism programs	327 during the report period.  ustry participation in the Visitors Guide and through promotion he Visitor Information Centre. Additional industry participation	
at t thro dur spe	he Visitor Information Centre. Additional industry participation	
and	ing Heritage Week in October 2016, which included guest akers and focused on Heritage Week and the tourism industry.  It in forums associated with tourism	
maintained the vac one whi incident the vac one which incident the vac one	rent occupancy at the Tourist and Travellers Centre includes Visitor Information Centre and Gloria Jeans. The retail cancies remain in the rear quadrants of the Centre. These were see more activated areas through the presence of coach travel, ch has declined overall Australia-wide as grey nomads have reased their self-drive touring capacity. Retail space is available ease and may suit a range of travel-related purposes. Council vertised for expressions of interest for retail opportunities in vember 2016. An outcome is yet to be announced.	•

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## OP ACTION: E18 Operate the Visitor Information Centre as a hub for the visitor economy

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Cultural Facilities Operation Supervisor	30-Jun-2017		Number of people visiting centre per annum	There were 55,182 visitors during the report period.	

## DP ACTION: 2.2.1.9 Promote the Regional Art Gallery as a tourist attraction

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Development	Cultural Facilities Operation Supervisor		Yes	Yes	Yes	Yes
DP Perfe	ormance Indicator(s)	Comment				KPI Status
1. Numl of visito	ber of people visiting per annum/number rs	There were 12,079 visitors during th	e report pe	eriod.		

## OP ACTION: E19 Develop strategies to increase tourist visitation to the Regional Art Gallery

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Cultural Facilities Operation Supervisor	30-Jun-2017		Number of people visiting per annum	There were 12,079 visitors during the report period.	



## STRATEGY: 2.2.6 Improve accessibility for visitors to and from Broken Hill

## DP ACTION: 2.2.1.16 Operate the Broken Hill Airport

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Strategic	Transport	Manager Infrastructure		Yes	Yes	Yes	Yes
	DP Perform	nance Indicator(s)	Comment				<b>KPI Status</b>
	1. Meet C	ASA and other legislative requirements	All CASA requirements were met in 2015. Five non compliances were addressed these to CASA requirer Operations were compliant in the Inspection, with minor infrastructur	advised and ments. Coun 2016 Annua	d Council ha cil Airport Il Technical	IS	•

### OP ACTION: E25 Operate the Broken Hill Airport

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Strategic Transport	Manager Infrastructure	30-Jun-2017		Operate the Broken Hill Airport as per CASA requirements	All CASA requirements were met in the audit conducted in June 2015. Five non compliances were advised and Council has addressed these to CASA requirements. Council Airport Operations were compliant in the 2016 Annual Technical Inspection, with minor infrastructure works flagged for action.	

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#### OP ACTION: 2.2.1.17 Consider alternative airport management and operation arrangements

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Strategic Transpor	Manager Infrastructure		No	Yes	No	No
DP Perfo	rmance Indicator(s)	Comment				KPI Status
1. Coun	cil report	Alternative airport manager and reported to Council in e	'	to be consid	dered	
Completed	In Progress Ongoing	Deferred Not Commenced	Not Act	nieved		,

DP ACTION: 2.2.1.18 Explore funding opportunities and lobby to allow an upgrade to the Broken Hill Airport in accordance with the Airport Master

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17		
Strategic Transport		Manager Infrastructure		Yes	Yes	Yes	Yes		
	DP Performance Indicator(s)		Comment				KPI Status		
	1. Number	r of representations made	Funding application lodged under Infrastructure NSW. Council was unsuccessful in its bid. Further funding opportunities will be explored in line with the recommendations of the Management and Operation of Broken Hill Airport Report.						

#### OP ACTION: E27 Explore funding opportunities and lobby for the upgrade of the Broken Hill Airport in accordance with the Airport Master Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Strategic Transport	Manager Infrastructure	30-Jun- 2017		1. Number of representations/submissions	Funding application lodged under Infrastructure NSW. Council was unsuccessful in its bid. Further funding opportunities will be explored in line with the recommendations of the Management and Operation of Broken Hill Airport Report.	

## DP ACTION: 2.2.1.27 Review Council's facilities and capacity to service the caravan and motor home market

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Tourism Development	Tourism & Events Coordinator	No	No	Yes	Yes



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OP ACTION: E26 Consider alternative airport management and operation arrangements

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Strategic Transport	Manager Infrastructure	30-Jun-2017		1. Report to Council. Investigate possible EOI	Alternative airport management is expected to be considered and reported to Council in early 2017.	

STRATEGY: 2.2.7 Establish and deliver a consistent destination brand and image that positions Broken Hill as a significant outback destination in Australia

DP ACTION: 2.1.1.11 Adopt a 'whole of destination' approach to the development, management and marketing of attractions and experiences for Broken Hill

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Development	Tourism & Events Coordinator	,		No	No	No
DP Perf	formance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Broken Hill Attractions and Interpretation Strategy complete</li> </ol>		The Whole of Destination Interpredeveloped in 2017.				

DP ACTION: 2.1.1.7 Develop and promote a Tourism and Hospitality Investment Opportunities Portfolio that identifies and promotes opportunities to encourage private-sector investment in Broken Hill (e.g., accommodation, retail, hospitality, film, arts)

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Tourism & Events Coordinator		No	lo No	No	Yes
DP Perfo	ormance Indicator(s)	Comment				KPI Status
1. 2 new tourism investments achieved		Negotiations are currently in portion bring to Broken Hill.	estivals to			
Completed	In Progress Ongoing	Deferred Not Commenced	Not Ach	nieved		

DP ACTION: 2.2.1.12 Investigate opportunities arising from Broken Hill's listing as a heritage city

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Tourism Developm	Tourism & Events Coordinator ent	No Y			'es No	Yes	
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>	
	Review of heritage opportunities is complete	Opportunities through heritage an of Broken Hill and its cultural asset Living Museum + Perfect Light Pro Heritage and Museums Advisors.	d stories,				

OP ACTION: E22 Investigate opportunities arising from Broken Hill's listing as a heritage city

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		1. Council owned or controlled art and mineral collections are maintained and accessible to the community	Council's art and mineral collections continue to be maintained and made accessible to the public for viewing at Council's Cultural Facilities.	
				2. Council owned or controlled heritage assets are maintained and accessible to the community	Council's Infrastructure Department maintains Council buildings with periodical internal and external maintenance, and special projects such as painting facades. Minimal disruption to community access is achieved during such projects.	
				3. Video and editorial content developed and incorporated into Councils tourism website	Videos and stories are accessible through Council's website and social media platforms.	

DI ACIIOI	1. 2.2.1.20 integrate the brand tho marketing and c	offillionication objectives for the City	including c	xiciliai alla	inicinal ac	Juichices
FUNCTIO	N POSITION	13/14	14/15	15/16	16/17	
Tourism Developr	Executive Manager - Strategic City Dement  DP Performance Indicator(s)	velopment	Yes	Yes	Yes	Yes KPI Status
	Brand integrated into all relevant programs and communications		tography lib uncil has ac	rary and bro dopted value	anded	

OP ACTION: E28 Integrate the Brand into marketing and communication objectives for the City including external and internal audiences

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-201 <i>7</i>		Brand integrated into all relevant programs and communications	Broken Hill brand is embedded in all communications including visual and value based. New photography library and branded videos have been developed. Council has adopted values and corporate style to reflect the community brand.	•

## DP ACTION: 2.2.1.3 Collect destination based information and contribute to analysis in order to inform tourism related decision-making

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Tourism	Tourism & Events Coordinator	Yes	Yes	yes	Yes
Development					

	DP Performance Indicator(s)					Comme	Comment					
	1. Annual report provided to industry			,	ABS/NVS data updates provided to industry direct from those agencies.							
Complete	ed	In Progress		Ongoing	Defe	erred		Not Commenced		Not Achieved		

## OP ACTION: E15 Contribute data to analysis processes conducted by the industry and industry bodies

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		1. Data is provided to fulfil information requests and funding acquittals. Quarterly updates provided to Council.	Council contributes information as required to support data enquiries.  Quarterly visitation data to Council facilities is provided to Councillors.	

## OP ACTION: E16 Conduct an annual audit of tourism product in Broken Hill and assess changes against previous year

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		Annual audit report is produced	Audit not due until 4th quarter of 2016/17.	

STRATEGY: 2.2.8 Develop a strategic and proactive approach to the development, management and marketing of conferences, events and filming activities

## DP ACTION: 2.2.1.15 Develop themed day-trip and extended stay itineraries suitable for tourists, media, dignitaries and conference delegates

FUNCTION	N	POSITION	POSITION							13/14 14/15 15							
Tourism Developr	ment	Tourism & E	vents Coordinato						No	Yes	Yes	No					
	DP Performance Indicator(s)				Commer	nt						KPI Status					
	1. Itineraries are developed and distributed				Familiarisations undertaken for film industry, Screen NSW, and potential festival organisers.						and						
Complete	ed 🗾	In Progress	Ongoing	De	eferred	Not C	ommenced	d	Not Act	nieved		8					

DP ACTION: 2.2.1.21 Develop a Broken Hill Conference and Events Strategy to better coordinate manage and promote Broken Hill as a Meetings, Incentives, Conventions and Exhibition (MICE) location

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Economic Development	Tourism & Events Coordinator		No	No	Yes	Yes		
DP Pe	formance Indicator(s)	Comment						
1. BH devel	Conference and Events Strategy is oped	The Broken Hill Meeting, Incentive, Conference and Event Strategy 2015-2020 has been developed, but has not progressed due to the Civic Centre redevelopment project. This will be reviewed once the Civic Centre project is completed.						

## OP ACTION: E29 Host industry familiarisations to the region for MICE (Meetings, Incentives, Conferences, Events)

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		1. Four familiarisations hosted per annum	Two festival familiarisations and four conference familiarisations undertaken during the report period.	

## OP ACTION: E30 Maintain MICE and entertainment promotion on website and database

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		1.5% increase in website hits and enquiry levels	Statistics for https://www.brokenhill.nsw.gov.au/busine ss/economic-development/conferences- and-events during report period include:	
					<ul> <li>Page views - 171 (increase of 171.43%)</li> </ul>	
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	84

•	Unique page views - 140 (increase
	of 159.26%)

 Unique page views adjusted for bounce rate - 64 (increase of 177%)

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## OP ACTION: E31 Secure MICE and entertainment activity

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		1. 15% increase in conference and entertainment activity	The Civic Centre was closed from June to December 2016 which caused delay in the hosting of MICE activities. Two conferences were conducted at the Civic Centre during the reporting period.	

## DP ACTION: 2.2.1.22 Position Civic Centre as a hub for conference and entertainment in Regional Australia

FUNCTION	POSITION					13/14	14/15	15/16	16/17		
Economic Development	Tourism & Eve	ents Coordinato	Yes	Yes	Yes	Yes					
DP Performance Indicator(s)				Comment							
	ncrease in usage categories	of Civic Centre	across all	This has no project.	ot progressed due to	o the Civic Cent	re redevelop	•			

## OP ACTION: E32 Position Civic Centre as a hub for conference and entertainment in Regional Australia

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		1. 15% increase in usage of Civic Centre across all event categories	This has not progressed due to the Civic Centre redevelopment project.	•

## DP ACTION: 2.2.1.23 Develop a plan to modernise the Civic Centre into a facility that would appeal to conferences and events

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Economic Development	Tourism & Events Coordinator	No	Yes	No	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
1. Council report	The Civic Centre is currently undergoing construction as part of the redevelopment project. The Centre is due to reopen in 2017 after delays in construction, at which time the Centre will be able to be utilised as a modern function and conference location. A revised Business Plan will be developed once the Centre reopens.	

## OP ACTION: E33 Promote Broken Hill as a centre for conferences and entertainment in Regional Australia

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Tourism & Events Coordinator	30-Jun-2017		1. Twelve approaches annually to MICE organisers	There were six approaches completed during the report period.	
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	88

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DP ACTION: 2.2.1.24 Participate in a forum with interested stakeholders to pursue the opportunity for an annual 'signature' festival for Broken Hill

FUNCTIO	N POSITION		13/14	14/15	15/16	16/17
Tourism Developi	Tourism & Events Coordinator ment		No	No	Yes	No
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>
	1. Forum is held	Ongoing relationship with Broken and discussions with two national the report period.		_		

## DP ACTION: 2.2.1.25 Promote Broken Hill as a centre for film and production in Regional Australia and secure film activity for the City and region

FUNCTIO	N	POSITION	nts Coordinator				16/17
Film Prom	notion	Tourism & Events Coordinator		Yes	Yes	Yes	Yes
	DP Perform	ance Indicator(s)	Comment				KPI Status
	1. 6 produc	ctions annually	There were seven productions in the period, including one international period.	e report			

# DP ACTION: 2.2.1.26 Position Broken Hill Studios as a hub for film, tourism, arts, education and events as contained in the Broken Hill Film, Studios and Precinct Business Plan

FUNCTION		POSITION							13/14	14/15	15/16	16/17
Film Promotio	n	Tourism &	. Event	s Coordinator					Yes	Yes	Yes	Yes
DP	Perfo	mance India	cator(s	)	C	ommen	t					KPI Status
1. 6	s activ	vities annuall	У		Not achieved due to the sale of the Broken Hill Film Studio on 7 November 2016.				on 7			
Completed		In Progress		Ongoing	Deferre	d <mark>-</mark>	Not Commenced	d 🔳	Not Ach	nieved		89

## OBJECTIVE: 2.3 A supported and skilled workforce provides strength and opportunity

STRATEGY: 2.3.1 Gain a greater understanding about skills gaps in Broken Hill that are important to both social inclusion as well as industry needs

## DP ACTION: 2.3.1.1 Advocate for funding to enable the completion of a skills audit for the City

FUNCTION	N POSITION		13/14	14/15	15/16	16/17
Economic Developm		egic City Development	No	Yes	No	No
	DP Performance Indicator(s)	Comment				KPI Status
	1. Funding achieved	No action to date.				

#### DP ACTION: 2.3.1.2 Provide input into the Broken Hill skills audit

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Corporate Responsibility Officer		No	No	Yes	Yes
DP Perf	formance Indicator(s)	Comment				KPI Status
1. Inpu	t provided as required	Skills Audit has not been development Australia to date	•	ed by Regio	nal	

## OP ACTION: E34 Provide relevant information towards the skills audit process where required

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Corporate Responsibility Officer	30-Jun-2017		All functional areas of Council are mapped	Council will contribute to the Skills Audit once developed by Regional Development Australia.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	enced Not Achieved	90

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STRATEGY: 2.3.2 Identify and develop partnership opportunities with education and training service providers to increase participation

DP ACTION: 2.3.1.3 Participate on committees and working parties associated with education and training

FUNCTION	POSITION		13/14	14/15	15/16	16/17		
Economic Developme	Executive Manager - Strategio ent	c City Development	Yes	Yes	Yes	Yes		
0	OP Performance Indicator(s)	Comment				<b>KPI Status</b>		
1	I. Active participation	·	Council will participate on education working parties when the opportunity is presented.					

STRATEGY: 2.3.3 Target skills development among Indigenous and non-Indigenous disadvantaged people to increase employment potential and participation

DP ACTION: 2.1.1.14 Support the development of indigenous tourism product in terms of arts and culture

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Tourism Development	Tourism & Events Coordinator		No	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
	icipation of Council staff in indigenous al projects	Council works with West Darling indigenous art.	Arts and Mac	ari Ma to pro	mote	•
Completed	In Progress Ongoing D	eferred Not Commenced	Not Act	nieved <b>—</b>		

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OP ACTION: E09 Support the development of indigenous tourism product in terms of the arts and culture

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Tourism Development	Tourism & Events Coordinator	30-Jun-2017		Participation of Council staff in indigenous cultural projects resulting in product outcomes	Staff working in Council's Cultural Facilities areas work closely with West Darling Arts on events, competitions and exhibitions.	

STRATEGY: 2.3.4 Consider strategies and opportunities to overcome issues relating to accessing education and training providers and facilities locally

DP ACTION: 2.3.1.4 Advocate for additional support and assistance for distance education students completing tertiary education

FUNCTION	POSITION				15/16	16/17
Economic Development				Yes	Yes	Yes
DP Performance Indicator(s)		Comment				KPI Status

DP Performance Indicator(s)

1. Representations made

No representations made. Council would support, however not lead, this initiative.

DP ACTION: 2.3.1.5 Provide publicly available equipment and space at the BH Regional Library for tertiary education students

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Economic	Library Services Coordinator	Yes	Yes	yes	Yes
Development					

DP	DP Performance Indicator(s)  1. Facilities provided and promoted		Comr	ment		KPI Statu		
1. F				Public computers and study tables are available for public use at the Charles Rasp Memorial Library.				·
ompleted	In Progress		Ongoing	Deferred	Not Commenced	Not Achieved		

OP ACTION: E35 Provide publically available equipment and space at the Charles Rasp Memorial Library for tertiary education students

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Library Services Coordinator	30-Jun-2017		Facilities     provided and     promoted	Public computers and study tables are available for public use at the Charles Rasp Memorial Library.	

DP ACTION: 2.3.1.6 Develop and maintain partnerships with Universities that provide value to our local community

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Economic Development	Executive Manager - Strategic City De	Yes	Yes	Yes	Yes	
DP Pe	erformance Indicator(s)	Comment				<b>KPI Status</b>
1. All city	partnership relationships provide value to the	e Council maintains university partner internships as opportunities arise.	erships throu	ugh projects	and	

OP ACTION: E36 Develop partnerships with universities that provide value to our local community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Economic Development	Executive Manager - Strategic City Development	30-Jun-2017		All partnership relationships provide value to the City	Council participates in projects and internships as opportunities arise.	

DP ACTION: 2.3.1.7 Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City

FUNCTION	POSITION	POSITION			1	13/14	14/15	15/16	16/17
Economic Development					Yes	Yes	yes	Yes	
DP Perf	ormance Indicator	(s)	Commen	nt					<b>KPI Status</b>
Active participation		No activi	ty to date.						
Completed	In Progress	Ongoing	Deferred	Not Commenced		Not Ach	ieved <b>E</b>		9.

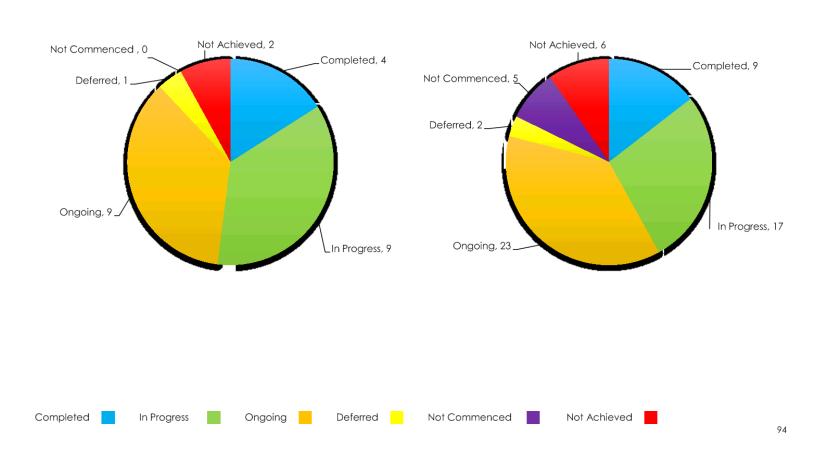
# BROKEN HILL

# **OUR ENVIRONMENT**

## **DP Action KPI Status**

## **OP Action KPI Status**

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## **OBJECTIVE: 3.1 Our environmental footprint is minimised**

STRATEGY: 3.1.1 Reduce resource consumption and minimise waste

DP ACTION: 3.1.1.1 Implement the recommendations of the Waste Management Strategy in relation to waste management & pricing in accordance with state guidelines and best practice

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Waste Management	Environment, Waste & Recycling Specialist	Yes	Yes	yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
Actions are undertaken as indicated in the Operational Plan	Council's Litter Control Plan has been completed. This is an appendix to Council's Landfill Environmental Management Plan. Training in the plan has been provided to all Council operational staff affected by the plan. Council's proposed Transfer Station has been approved with construction expected to commence in early 2017.	

## OP ACTION: V01 Prepare and implement a Litter Control Plan for the Broken Hill Waste Management facility with a focus on windblown litter

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		Plan completed and implemented	Plan is completed and has been incorporated into the Landfill Environmental Management Plan. All operational staff received training on the plan with implementation commencing in conjunction with the construction of the Transfer Station.	
Completed	In Progress	Ongoing	Deferred	Not Commen	nced Not Achieved	95

DP ACTION: 3.1.1.2 Investigate opportunities and develop long term strategies to expand recycling services for the city

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Waste Management	Environment, Waste & Recycling Spec	ialist	No	Yes	Yes	Yes	
DP Per	formance Indicator(s)	Comment				<b>KPI Status</b>	
1. Incre	eased tonnage of recyclables processed	Six monthly data indicates that recycling rates for items removed for recycling are progressing at a slightly increased rate compared with 2015/16. Current volumes are 60% of last year's total volume. This could be due to increased use of Community Recycling Centre, where 2 tonnes of problem household waste has been removed and 4.68 tonnes of car batteries have been removed. There has been an increase in green waste contamination that has lead to an increase in the volume of this waste going to landfill, particularly in the kerbside collection. Green Waste continues to be stockpiled on site as well as e-waste. There may be an opportunity to remove e-waste in the second half of this year which will increase recycling volumes further for the community. Recycling rates will remain low while there is no kerbside collections in place.					

# OP ACTION: V02 Develop and award a request for tender for the collection and processing of electronic waste and scrap metal from the Broken Hill Waste Management Facility

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Tenders issued and contracts in place	Council has signed an Expression of Interest to join the NetWaste Regional Scrap Metal Tender that will be tendered in the first half of 2017, with commencement expected in July 2017. An offer for permanent e-waste collection is currently being investigated.	
Completed	In Progress	Ongoing	Deferred	Not Comme	nced Not Achieved	96

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Upgrades completed	The development plans for a Transfer Station at the Waste Management Facility were approved by Council and works will commence early 2017, with an expected completion date of May 2017.	

## OP ACTION: V04 Redesign drop off area to improve and increase recycling options at the Broken Hill Waste Management Facility

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Increased tonnage of recycling	The Community Recycling Centre is operating successfully with 2 tonnes of problem wastes removed, 4.68 tonnes of car batteries removed for processing, 9.98 tonnes of glass, and 6.8 tonnes of waste motor oil. This is the only area of recyclables that has seen a slight increase in comparison with 2015/16 data. Further upgrades will occur at the Waste Management Facility during 2017.	



## OP ACTION: V05 Promote existing local recycling opportunities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Increased tonnage of recycling	Six monthly data indicates that recycling rates for items removed for recycling are progressing at a slightly increased rate compared with 2015/16. Current volumes are 60% of last year's total volume. This could be due to increased use of Community Recycling Centre, where 2 tonnes of problem household waste have been removed and 4.68 tonnes of car batteries have been removed. There has been an increase in green waste contamination that has lead to an increase in the volume of this waste going to landfill, particularly in the kerbside collection. Green Waste continues to be stockpiled on site as well as e-waste. There may be an opportunity to remove e-waste in the second half of this year which will increase recycling volumes further for the community. Recycling rates will remain low while there is no kerbside collections in place.	

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OP ACTION: V06 Develop a business case for the introduction of kerbside recycling using the results of the economic analysis

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-201 <i>7</i>		1. Economic analysis complete	A Draft Economic Analysis brief has been modified to reflect the upcoming Container Deposit Scheme (10c rebate on cans/bottles), and will be issued as an Expression of Interest in early 2017.	

# DP ACTION: 3.1.1.3 Develop and implement an efficient and cost effective organics management process that allows beneficial use of end product

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Waste	Environment, Waste & Recycling Specialist	Yes	Yes	Yes	Yes
Management					

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
Increased tonnage of green waste processed	Much of the green waste delivered to the site is highly contaminated, leading to the need to landfill much of the green waste collected. Shredding is not occurring as often as needed. Staff priorities need to be reviewed and a major education campaign needs to be implemented.	•

## OP ACTION: V07 Develop options for use of green waste processed by Council

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-201 <i>7</i>		1. Options developed which provide value to the community	Green Waste is highly contaminated and staff are not shredding as often as needed. Education needs to be targeted as a priority and staff work plans/ priorities need to be reviewed.	•
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	99

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DP ACTION: 3.1.1.4 Investigate and develop strategies to divert commercial and industrial waste from landfill

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Waste Managemei	Environment, Waste & Recycling Spant	ecialist	No	Yes	Yes	Yes
DF	P Performance Indicator(s)	Comment				<b>KPI Status</b>
	Decrease the amount of commercial and dustrial waste delivered to landfill	More diversion will be loc introduction of the Transf Facility.	•	_		

## OP ACTION: V08 Increase waste separation opportunities at the Broken Hill Waste Management Facility for commercial and industrial waste

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Management	Environment, Waste & Recycling Specialist	30-Jun-2017		Increased     commercial and     industrial diversion rates	More diversion will be looked at as part of the redesign and introduction of the Transfer Station at the Waste Management Facility.	

## STRATEGY: 3.1.2 Increase use of renewable resources and decrease the use of non-renewable resources

## DP ACTION: 3.1.1.5 Investigate and develop strategies to reduce energy used across the organisation

Management	UNCTION	POSITION		13/14	14/15	15/16	16/17
1. Reduction in energy consumption  Council staff attended a webinar for the new NSW Climate Change Policy Framework, Draft Strategic Plan and Draft Plan to Save NSW Energy and Money. These plans have the potential to provide Council with a range of opportunities to reduce emissions and energy consumption during the 5 year period these plans will be in place. Energy monitoring has continued through the Planet Footprint subscription service. Following the sale of Shorty O'Neil Village settled on 22 December 2016 and the change in operations for the HACC Centre, Council's overall energy consumption will be reduced by the removal of these assets. The LED Light Project continues to save Council approximately \$65,000 per year across the four facilities – Council's Administration Building (first floor), Broken Hill Regional Art Gallery, Visitor Information		Manager Infrastructure		Yes	Yes	Yes	Yes
Change Policy Framework, Draft Strategic Plan and Draft Plan to Save NSW Energy and Money. These plans have the potential to provide Council with a range of opportunities to reduce emissions and energy consumption during the 5 year period these plans will be in place. Energy monitoring has continued through the Planet Footprint subscription service. Following the sale of Shorty O'Neil Village settled on 22 December 2016 and the change in operations for the HACC Centre, Council's overall energy consumption will be reduced by the removal of these assets. The LED Light Project continues to save Council approximately \$65,000 per year across the four facilities – Council's Administration Building (first floor), Broken Hill Regional Art Gallery, Visitor Information	DP Per	formance Indicator(s)	Comment				KPI Status
	1. Red	uction in energy consumption	Change Policy Framework Save NSW Energy and Molprovide Council with a rar and energy consumption be in place. Energy monitor Footprint subscription servivillage settled on 22 Deceoperations for the HACC Consumption will be reducted LED Light Project continued per year across the four factions (first floor), Broken Hill Regional Policy (first floor), Broken Hill Regional Project continued (first floor)	c, Draft Strategic Planey. These plans hange of opportunities during the 5 year peoring has continued ice. Following the scender 2016 and the Centre, Council's oved by the removal acidities – Council's Aonal Art Gallery, Visi	in and Draft ve the pote to reduce e eriod these I through the ale of Shorty change in crall energy of these ass oproximatel administratio	Plan to ential to emissions plans will e Planet O'Neil  / eets. The y \$65,000 on Building	

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OP ACTION: V09 Continue to monitor energy to ascertain consumption

OF ACTION. VO	Continue to monitor	energy to dace	nam consomp	11011		
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-2017		1. Energy consumption monitored regularly	Quarterly reviews are conducted with Planet Footprint to review and assess energy consumption. Following the sale of Shorty O'Neil Village settled on 22 December 2016 and the change in operations for the HACC Centre, Council's overall energy consumption will be reduced by the removal of these assets. The LED Light Project continues to save Council approximately \$65,000 per year across the four facilities – Council's Administration Building (first floor), Broken Hill Regional Art Gallery, Visitor Information Centre, and Broken Hill Regional Airport.	

## OP ACTION: V10 Develop an organisation wide Energy Management Strategy



FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-2017		1. Two modification proposals developed for high energy usage areas identified in audit	Projects are targeted where grant funding is available. No grant funding opportunities presented during the report period, therefore two modifications for building assets not achieved. LED options for Parks and Open Spaces are being investigated and discussions are occurring with Essential Energy to consider LED street light replacements.	

## OP ACTION: V14 Source grant opportunities and apply for funding for energy savings projects

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-201 <i>7</i>		1. Grant applications submitted in accordance with submission requirements for agreed funding program	No grant funding opportunities presented during the report period.	•

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DP ACTION: 3.1.1.6 Investigate and develop strategies to reduce water consumption used across the organisation

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Natural	Manager Infrastructure	Yes	Yes	Yes	Yes
Environment					

DP Performance Indicator(s)	Comment	KPI Status
1. Reduction in water usage	Due to data collection issues it is not possible to report on whether water usage has been reduced.	

## OP ACTION: V12 Continue to monitor consumption of water at Council facilities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-201 <i>7</i>		Consumption of water measured and reported	Progression of water data to Planet Footprint has failed during the reporting period so it is not possible to provide details on water consumption. Staff are working with Planet Footprint to rectify the data collection issues for future report requirements.	

## OP ACTION: V13 Consider opportunities for modification of water supply systems to deliver reduced consumption

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-2017		1. One initiative implemented	Council installed a new irrigation system at the Memorial Oval resulting in a reduction of water consumption. Other sites and opportunities require further investigation.	
Completed	In Progress	Ongoing	Deferred	Not Comme	enced Not Achieved	104

## OP ACTION: V15 Source grant opportunities and apply for funding for water savings projects

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Manager Infrastructure	30-Jun-201 <i>7</i>		1. Grant applications submitted in accordance with submission requirements for agreed funding program	No grant opportunities have been identified during the report period.	

## STRATEGY: 3.1.3 Change consumer behaviour to reduce impacts on the environment without affecting quality of life

### DP ACTION: 3.1.1.10 Provide information to our community in relation to their environment

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Public Order	ublic Order Environment, Waste & Recycling Specialist				No	Yes
DP I	Performance Indicator(s)	Comment				KPI Status
1. St	tate of the City report prepared	The State of Environment the State of the City) was 2016, minute no 45363.	1 (1	,		

## OP ACTION: V24 Prepare a State of the City Report informing the community about the state of the environment

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Order	Environment, Waste & Recycling Specialist	30-Jun-2017	31-Dec-2016	1. State of the City report completed	The State of Environment Report 2012- 2016 was adopted by Council on 26 October 2016, minute no 45363.	
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	105

DP ACTION: 3.1.1.11 Encourage activities that support a clean environment

FUNCTION	POSITION	POSITION				16/17
Public Order	Environment, Waste & Recycling	nvironment, Waste & Recycling Specialist				Yes
DP Pe	rformance Indicator(s)	Comment				KPI Status
1. Inv	olvement in relevant activities	The Tidy Towns Committe in the development of th tree planting event in Sep	e Regional Litter Plar	and suppo	rted a	

## OP ACTION: V25 Support activities of Tidy Towns Committee

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Environment, Order Waste & Recycling Specialist	Waste & Recycling Specialist Specialist Specialist Specialist Safety, traffic Control measures and rubbish removal carried Safety, traffic Committee Tidy Towns Committee activities that the Committee in.	Council's Environment, Waste and Recycling Specialist provides support the Tidy Towns Committee volunteers for activities that the Committee are involved in.				
		out	out	The Tidy Towns Committee have been supporting the background work in developing the Regional Litter Plan and will be involved in the implementation of this plan from March 2017.		
					The Committee supported a tree planting in September 2016 at the Riddiford Arboretum.	

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## OP ACTION: V26 Assist in the preparation of a submission for Tidy Towns Award

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Order	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Submission	No entry submitted in the Tidy Towns Awards during 2016.	

## OP ACTION: V27 Facilitate one volunteer clean up function per quarter

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Order	Environment, Waste & Recycling Specialist	30-Jun-2017		Volunteer clean     up function     undertaken	The Tidy Towns Committee Volunteers joined forces with Landcare, Girl Guides and the Riddiford Arboretum Community Committee to undertake a tree planting in September 2016 at the Riddiford Arboretum to revegetate an area that had previously been cleared of trees and shrubs for work to be undertaken by Essential Water.	

## OP ACTION: V28 Participate in Clean Up Australia Day

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Order	Environment, Waste & Recycling Specialist	/aste & Recycling event March 2017.		Clean Up Australia Day event to be held in March 2017.		
Completed	In Progress	Ongoing	Deferre	d Not Comme	nced Not Achieved	107

## STRATEGY: 3.1.4 Reuse and recycling of resources is embraced by the community

## DP ACTION: 3.1.1.7 Continue with waste education programs to reinforce the message of reduce, recycle, reuse

FUNCTIO	N POSITION	POSITION							
Waste Manage	Environment, Waste & Recycling ment	Specialist	Yes	Yes	Yes	Yes			
	DP Performance Indicator(s)	Comment	KPI Sta						
	Number of waste education activities undertaken	Broken Hill High School students have completed two tours of the Waste Management Facility and attended waste presentations during the report period.							
		Environmentors presented waster primary schools in July 2016, with 7 day period.							

## OP ACTION: V16 Deliver waste education presentations to local high school students annually

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		Annual presentations undertaken	Broken Hill High School Year 10 Students participated in a Waste Presentation in September 2016, with 120 students attending.	
Completed	In Progress	Ongoing	Deferred	Not Commen	nced Not Achieved	108

## OP ACTION: V17 Provide information and activities targeted at increasing education about waste management

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-201 <i>7</i>		1. Environmentors Program conducted	Environmentors travelled to the City to present waste workshops to all local primary schools; this was the first year that all primary schools participated. Workshops presented included "Lunches Unwrapped" and "Litter". There were 777 students in attendance over a 7 day period.	

# OP ACTION: V18 Carry out tours of the Broken Hill Waste Management Facility including organics processing, second hand shed and general waste management with local high schools

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Waste Management	Environment, Waste & Recycling Specialist	30-Jun-2017		Number of students visiting the facility	Broken Hill High School Year 10 Students attended two waste tours at the Waste Management Facility in September 2016, with 120 students attending. The tour forms a major component of the students HSIE curriculum.	

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## STRATEGY: 3.1.5 Secure a clean, reliable and sustainable water supply for the area

## DP ACTION: 3.1.1.8 Participate in stakeholder reference groups to ensure a secure, clean, reliable and sustainable water supply for the city

FUNCTION	POSITION	13/14	14/15	15/16	16/17	
Natural Environment	Executive Support Officer		Yes	Yes	Yes	Yes
DP Pe	formance Indicator(s)	Comment		KPI Status		
1. Atte	endance at stakeholder meetings	There is no specific stakeholder re has taken part in teleconferences various Ministers and the Mayor has Government departments in relat water security for Broken Hill. Coursesential Water and will continue this important matter.	s and face-t as correspor tion to Menir ncil has a str	o-face mee nded to vari ndee Lakes o ong relation	tings with ous and ship with	-

## OP ACTION: V19 Participate in stakeholder reference groups to ensure a secure water supply for the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Executive Support Officer	30-Jun-2017		Secure representation on reference group	There are currently no established stakeholder reference groups of which Council is part.	
				Active     participation in     meetings	There are currently no established stakeholder reference groups of which Council is part.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	enced Not Achieved	110

## OP ACTION: V20 Inform the community in relation to water quality and sustainability

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017	31-Dec-2016	Water quality reported within the State of the City Report	Water Quality was presented in the State of Environment Report. The information is provided to Council by Essential Water.	

STRATEGY: 3.1.6 Investigate and plan for the minimisation of environmental impacts associated with mining activity on the City

DP ACTION: 3.1.1.9 Participate in stakeholder reference groups in relation to Annual Environmental Management Reviews (AEMRs) of mining operations in the city

- 1. Lead Reference Group
- 2. End of Mine Life Plans

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Sustainability After Mining	Environment, Waste & Recycling Specialist	Yes	Yes	Yes	Yes

Sustainability After Mining		Environm	ent, Was	te & Recycli	ing Specio	alist				Yes	Yes	Yes	Yes
D	P Perforr	nance Indic	cator(s)			Comme	nt						KPI Status
1	. Particip	ation at sta	ikeholde	r group mee	etings	Group o Environr	ınd Broke nental M	n Hill Envird anagemer	onmento nt Reviev	ıl Lead Pro vs (AEMR)	Hill Lead Re ogram. No A meetings o e report pe	nnual r End of	
Completed		In Progress		Ongoing	Defe	erred	Not C	commence	d E	Not Ach	ieved		

- Lead Reference Group 1.
- 2. **End of Mine Life Plans**

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Sustainability After Mining	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Active participation	No AEMR meetings were held during the report period.	

# OP ACTION: V22 Support Lead Reference Group (as a key stakeholder) and the Broken Hill Environmental Lead Program (EPA)

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Sustainability After Mining	Environment, Waste & Recycling Specialist	30-Jun-2017		1. Active participation	Council has chaired and provided administrative support for the Broken Hill Lead Reference Group with meetings held each quarter. Council has continued to work on the lead remediation project behind Queen Street. Work has included remediating the old tailings dam and reducing exposure to soils with high lead levels. Council staff have been working with Broken Hill Environmental Lead Program staff collecting samples from street sweeping areas. Signage is being prepared for the Street Sweeper to promote "Being Lead Smart" and blocks of land with high lead levels purchased through the Sale of Land process are being monitored and remediated where required.	

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Sustainability After Mining	Environment, Waste & Recycling Specialist	30-Jun-2017			No End of Life Plans were presented during the report period.	



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# OBJECTIVE: 3.2 Natural Flora and Fauna environments are enhanced and protected

STRATEGY: 3.2.1 Protect and enhance regeneration areas for the benefit of the City

DP ACTION: 3.2.1.1 Develop and implement a plan of Management for the Regeneration Areas in the city

FUNCTIO	n POSITION		13/14	14/15	15/16	16/17
Natural Environm	Environment, Waste & Recycling Spenent	cialist	No	Yes	Yes	No
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>
	Plan of management for regeneration area adopted and implemented	A Draft Plan of Management for reviewed. The plan is expected t June 2017.				

STRATEGY: 3.2.2 Increase awareness and understanding of the natural environment

DP ACTION: 3.2.1.2 Provide communications and materials to educate the community about our local flora and fauna to increase awareness and understanding of the natural environment.

FUNCTION	POSITION	POSITION				16/17	
Natural Environment	Environment, Waste & Recycling Spe	ecialist	Yes	Yes	Yes	Yes	
DP Per	formance Indicator(s)	Comment				KPI Status	
DP Performance Indicator(s)     1. Communications material developed and distributed		highlight - kangaroo ar Sturt Desert Pea, feedin	rs are available for tourists at the Living Desert that aroo and wallaroos, plants of the Living Desert, feeding of kangaroos and the birds of the neral Living Desert brochure is available in hard or Information Centre.			in sidios	
Completed	In Progress Ongoing [	Deferred Not Comme	enced Not Act	nieved			

# OP ACTION: V29 Provide communications and materials to the community informing them about our local flora and fauna

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017		Two education initiatives completed	Council's Customer Relations staff support the Living Desert Ranger in providing copies of the environmental materials for the Living Desert. Living Desert staff and volunteers hand out the information to visitors.	

# DP ACTION: 3.2.1.3 Participate in school education programs and tours of environmental facilities.

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Natural Environment			Yes	Yes	Yes	Yes	
DP	Performance Indicator(s)	Comment				KPI Status	
	At least 3 school education visits undertaken unually	There were two school visits to the period.	Living Dese	rt during the	ring the report		

# OP ACTION: V30 Undertake school education programs and facilitate tours of environmental facilities (Living Desert)

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017		Two education initiatives completed	There were two school visits to the Living Desert during the report period.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	enced Not Achieved	115

- The Living Desert
  - 2. The Regeneration Areas
  - 3. The Willyama Common

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Natural Environment	Environment, Waste & Recycling Specialist	No	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	KPI Status
Actions implemented in accordance with timeframes where funding is available	While Plans of Management are in draft form and are expected to be presented to Council by June 2017, key objectives of these plans continue to be implemented by staff.	

# OP ACTION: V31 Implement actions from the Willyama Common Plan of Management

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017		Actions     completed within     timeframes where     funding is available	There have been several requests to access areas of the Common which are pending the outcome of discussions between Council staff and NSW Crown Lands. There are two requests pending approval from the local Aboriginal Land Council before progressing.	
					Regular operations of the Common including fencing inspections, weed inspections and general monitoring of the area, continue at all times.	
Completed	In Progress	Ongoing	Deferre	d Not Comme	nced Not Achieved	116

# OP ACTION: V32 Implement actions from the Living Desert Plan of Management

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017		Actions     completed within     timeframes where     funding is available	Regular maintenance continues onsite to enhance visitor experience and safety as per proposed actions in the Draft Living Desert Management Plans.	

# OP ACTION: V33 Implement actions from the Regeneration Plan of Management

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-2017		Actions     completed within     timeframes where     funding is available	Operations, inspections and fencing repairs continue for the Regeneration Area. Staff have been in discussions with Australian Association of Bush Regenerators (AABR) to organise a tour of the area and discuss the history of the regeneration area at a future date.	

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# STRATEGY: 3.2.3 Increase involvement in actively protecting the natural environment

DP ACTION: 3.2.1.5 Support and encourage volunteers and environmental groups to actively protect and enhance the natural environment at the Living Desert Reserve, the Regeneration Areas and the Willyama Common

	total natural natura n	,				
FUNCTION	POSITION	POSITION				16/17
Natural Environme	Environment, Waste & Recycling Sp ent	pecialist	Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment				<b>KPI Status</b>
	DP Performance Indicator(s)  1. Volunteer base retained and enhanced  Living Desert volunteer nu undertaking a wide range monthly working bees. Volunteer not support the Rangers, under leading tour groups.		ivities on a re activities inc and closing	egular basis, clude: site the reserve t	with to	•

# OP ACTION: V34 Encourage volunteers to assist with environmental activities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Environment, Waste & Recycling Specialist	30-Jun-201 <i>7</i>		Increase in volunteers undertaking environmental activities	Volunteers at the Living Desert make up the Section 355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee. Following the Local Government Election in September 2016 all committee positions were declared vacant and Council advertised for nominations to all Section 355 Committees. The Friends of the Flora and Fauna of the Barrier Ranges Community Committee continues to prove to be a popular and well received committee with over 20 nominations being received following advertising.	

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#### STRATEGY: 3.2.4 Manage the impact of pests and weeds on Broken Hill's natural environment

DP ACTION: 3.2.1.6 Undertake an annual assessment of identified noxious weeds and pests and implement control measures to ensure that they are controlled in an appropriate manner

activities

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Natural Environment	Asset Planner Open Spaces		Yes	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
1. Ann	ual assessment undertaken	inspections including noxious Common and Regeneration and undertaken annually to c	Council's Living Desert Ranger undertakes regular weed inspections including noxious weeds for the Living Desert, Willy Common and Regeneration Areas. Weed removal is arrange and undertaken annually to control noxious weeds in these a Council's Infrastructure Staff are responsible for noxious weed			
Completed	In Progress Ongoing	Deferred Not Commenced	Not Act	nieved <b>–</b>		1

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# OP ACTION: V35 Undertake an annual assessment of identified noxious weeds and implement control measures

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Natural Environment	Asset Planner Open Spaces	30-Jun-201 <i>7</i>		1. Reduction in noxious weeds	Living Desert Ranger undertakes regular weed inspections including noxious weeds for the Living Desert, Willyama Common and Regeneration Areas. Weed removal is arranged and undertaken annually to control noxious weeds in these areas. Council's Infrastructure Staff are responsible for noxious weeds present within the town. Due to staff changes, limited reduction of weeds has occurred during the report period.	



# OBJECTIVE: 3.3 Proactive and responsible planning supports the community and the environment STRATEGY: 3.3.1 Encourage environmentally sustainable building and subdivision design

DP ACTION: 3.3.1.1 Develop and implement a development control plan for the city that incorporates sustainable building and subdivision design principles

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Built Environment	Manager Planning, Development & Compliance	No	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
1. Development Control Plan adopted and	The Development Control Plan was adopted by Council on 26	
implemented	October 2016, minute number 45292.	

OP ACTION: V36 Explore opportunities within current legislation for the development of a procedure and/or DCP for the management of public art within the City

regulated
mental Council d by
oted by ninute Council's velopment applies to y be

#### DP ACTION: 3.3.1.3 Review the Local Environmental Plan

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Built Envi	ronment	Manager Planning, Develop	ment & Compliance	No	No	No	Yes
DP Performance Indicator(s)		mance Indicator(s)	Comment		KPI Status		
	LEP review undertaken		The Local Environmental Plana live document and is cons local needs. Two amendment address local needs.	tantly reviewed to	o ensure it a	ddresses	

# STRATEGY: 3.3.2 Preserve the heritage and streetscapes of the City

# DP ACTION: 3.3.1.2 Implement the recommendations of the Heritage Strategy in relation to all objectives to preserve and enhance the heritage of the city

FUNCTIO	N	POSITION	13/14	14/15	15/16	16/17	
Built Envi	uilt Environment Manager Planning, Development & Compliance				Yes	Yes	Yes
	DP Perfor	mance Indicator(s)	Comment				KPI Status
	1. Recommendations implemented where funding is available		Recommendations of the Heritage Strategy are implemented as funding is available or as required.				

# OP ACTION: V37 Identify, list and legally protect heritage items in the City

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	Review current     Iisting in Broken Hill     LEP for accuracy	The LEP was reviewed in 2016.	•
Completed	In Progress	Ongoing	Deferred	Not Commenc	eed Not Achieved	122

# OP ACTION: V38 Appoint a Heritage Advisor to assist Council and owners of heritage items

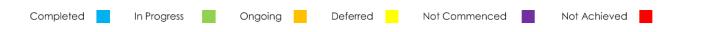
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	Heritage Advisor appointed in accordance with Council's procurement policy	Heritage Advisor appointed.	

# OP ACTION: V39 Continue the Local Heritage Incentives Fund to provide small grants to encourage local heritage projects

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		Number of heritage restoration projects undertaken	Funding is available to eligible applicants. Council received three applications for heritage funding during the report period. Ongoing maintenance to Council's heritage assets is undertaken by Council's Infrastructure Department.	•
					The Town Hall Façade was painted during the report period.	

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# OP ACTION: V40 Present educational and promotional programs

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	Update existing     publications/brochures     and hold annual     heritage awards	Award ceremony conducted during heritage week 2016.	

# OP ACTION: V41 Council to lead by example by properly managing places owned or operated by Council

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		Continue to     maintain existing     significant heritage     assets	Ongoing maintenance to Council's heritage assets is undertaken by Council's Infrastructure Department. The Town Hall Façade was painted during the report period.	

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# OP ACTION: V42 Offer a Main Street Program

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		Continue with the Verandah Restoration Program as a main street focus	The Verandah Restoration Program continues to be made available.	-



# DP ACTION: 3.3.1.6 Prepare a plan of management for street trees

FUNCTION	N	POSITION		13/14	14/15	15/16	16/17
Open Spo	aces	Asset Planner Open Spaces		No	No	Yes	No
	DP Perfo	ormance Indicator(s)	Comment				KPI Status
	1. Plan o impleme	of management completed and ented	The Draft Tree Management F Council by June 2017. A Tree developed in 2017/18.			ented to	

# DP ACTION: 3.3.1.7 Review the storm water asset management plan for Council

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Stormwater Management	Infrastructure Projects Engineer		No	Yes	No	Yes
DP Perf	formance Indicator(s)	Comment				<b>KPI Status</b>
1. Plan	reviewed	The Draft Stormwater Asset A presented to Council by Jun	d to be			

# OP ACTION: V57 Develop Stormwater Asset Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Stormwater Management	Infrastructure Projects Engineer	30-Jun-2017		Stormwater Asset     Management Plan     adopted	The Draft Stormwater Asset Management Plan is expected to be presented to Council by June 2017.	
Completed	In Progress	Ongoing	Deferred	Not Commen	ced Not Achieved	125

# DP ACTION: 3.3.1.8 Implement storm water asset management plan actions

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Stormwater Manageme			No	Yes	Yes	Yes
D	P Performance Indicator(s)	Comment				KPI Status
	. Actions completed within timeframes where esources available	The Draft Stormwater Asset M presented to Council by June costed and implemented in f	2017. Actions to	o be prioritis		

# OP ACTION: V58 Implement Stormwater Asset Management Plan Actions included in the Operational Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Stormwater Management	Infrastructure Projects Engineer	30-Jun-2017		Actions within     Asset     Management Plan     undertaken within     available resources	The Draft Stormwater Asset Management Plan is expected to be presented to Council by June 2017. Actions to be prioritised, costed and implemented in future as budgets permit.	

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# STRATEGY: 3.3.3 Reuse and repurposing of the existing built environment is managed in a sustainable manner

## DP ACTION: 3.3.1.4 Give consideration to repurposing or reuse of buildings when reviewing Council assets

		<u> </u>					
FUNCTION		POSITION		13/14	14/15	15/16	16/17
Built Enviro	nment	Manager Infrastructure		No	Yes	Yes	Yes
	DP Perforr	mance Indicator(s)	Comment				<b>KPI Status</b>
	1. Repurp planning	ose/Reuse is considered in asset	The Levels of Service community conducted in November 2015. I maintain/decrease budget allo implication of this may be the rebuilding assets. Council manage groups regarding their requirem repurpose, reuse or disposal of the consultation will be reflected with Plan Buildings, expected to be reflected to the seconduction of the consultation will be reflected to be reflected to be reflected to the conduction of the consultation will be reflected to be reflected to the conduction of the conductio	This identified ocation for build purposing/relement is considents to determine the Draft the Draft	community of dings. The use/disposal ulting with use inner the feats. The results Asset Manage.	I of some ser sibility of s of the gement	

# OP ACTION: V43 When undertaking facility reviews on Council owned assets, consideration is given to reuse or repurposing of buildings

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Infrastructure	30-Jun-2017		1. Number of repurposing/reuse options provided	The Levels of Service community consultation survey was conducted in November 2015. This identified community desire to maintain/decrease budget allocation for buildings. The implication of this may be the repurposing/reuse/disposal of some building assets. Facility utilisation investigation has been completed. Information from the investigation will be used for user group consultation to determine repurposing and reuse of buildings. Results to be included in Draft	•

Asset Management Plan Buildings expected to presented to Council by June 2017

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# DP ACTION: 3.3.1.5 Ensure compliance activities promote a public safety and environmental control

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Built Environment	Manager Planning, Development & Compliance	Yes	Yes	Yes	Yes

DP Performance Indicator(s)

Comment

Comment

Activities are undertaken in accordance with relevant legislation.

accordance with legislation

# OP ACTION: V44 Process development applications in accordance with legislation and in an effective and efficient manner

Built Manage Environment Develop Complice	0.	30-Jun-2017			
Compile		23 25 25 7	Review all development application documentation and procedures to ensure compliance with current legislation	All forms have been reviewed and are compliant with legislative requirements.	
			2. % of development applications processed within legislated timeframes	96.3% of all development applications received during the report period have been assessed within the legislated time frames. The median assessment period was 21.5 days.	

OP ACTION: V45 Inspect and enforce health standards through the Food Regulation Partnership with the NSW Food Authority

0. 7.0	io mopoci ana cinore	o mounin orama		o room kogolalion ran	mership with the flow rood Admony	
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-201 <i>7</i>		1. Inspect at least 80% of all 'high risk' food premises within the local government area	All high and medium risk premises are expected to be inspected by end of June 2017.	

#### OP ACTION: V46 Work with the NSW Police to implement 'Safer by Design' protocols

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		1. Review Memorandum of Understanding with Broken Hill Local Area Command for the referral of relevant development applications	The Memorandum of Understanding between Council and Broken Hill Local Area Command is currently being reviewed.	

# OP ACTION: V47 Inspect and enforce health standards through enforcement of the Local Government Act and Public Health Act

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017		Number of enforcement actions undertaken to resolve unhealthy conditions	There were 24 health complaints actioned during the report period. This does not include food related complaints).	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	nced Not Achieved	129

# OP ACTION: V48 Fulfil Council's obligations under the Swimming Pools Act 1992

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		Number of swimming pools inspected in accordance with legislative requirements	There were 21 swimming pool inspections undertaken during the report period.	•

# OP ACTION: V49 Promote swimming pool safety awareness

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Environment	Manager Planning, Development & Compliance	30-Jun-2017		Number and type of promotional activities conducted	Swimming pool safety flyers were distributed and free safety signage made available. Pool safety information is available on Council's webpage.	•
					Pool Safety Awareness was the theme for Council's Christmas Pageant float in the 2016 Christmas Pageant.	

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OP ACTION: V50 Integrate revised septic register with Authority

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017		New septic register developed and implemented with appropriate workflows	A new septic register is expected to be developed by June 2017.	

# OP ACTION: V51 Review Council's Sewerage Management Policy

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017		1. Policy reviewed	Council's Sewerage Management Policy is expected to be reviewed by June 2017.	

# OP ACTION: V52 Inspect all cooling towers on an annual basis to ensure compliance with Public Health Act 2010

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017		Number of cooling towers inspected	There were 7 of the 10 registered towers inspected during the report period. All towers are expected to be inspected by June 2017.	

# OP ACTION: V53 Inspect all public swimming pools twice yearly to ensure compliance with Public Health Act

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017		1. Number of pools inspected	There were 8 public swimming pool inspections completed during the report period.	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	nced Not Achieved	131

132

OP ACTION: V54 Implement a voluntary food safety "Scores on Doors" program within the local government area

01 /10110111 1	o i iiiipioiiioiii a voioii	,,	000.000.000	p.og.a	e local government area	
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Public Health	Manager Planning, Development & Compliance	30-Jun-2017	31-Dec-2016	1. Program developed and implemented	The Scores on Doors program commenced in July 2016. There were 44 food businesses participating in the program as at 30 December 2016. The Scores on Doors Policy was adopted by Council on 26 October 2016, minute number 45356.	•

OP ACTION: V55 Conduct annual information session with stakeholders regarding planning and development matters

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-2017		1. Information session held	An information session is scheduled to be held once changes to the Building Codes of Australia in May 2017 come into effect.	

OP ACTION: V56 Update Council's website to provide current planning and building information to community

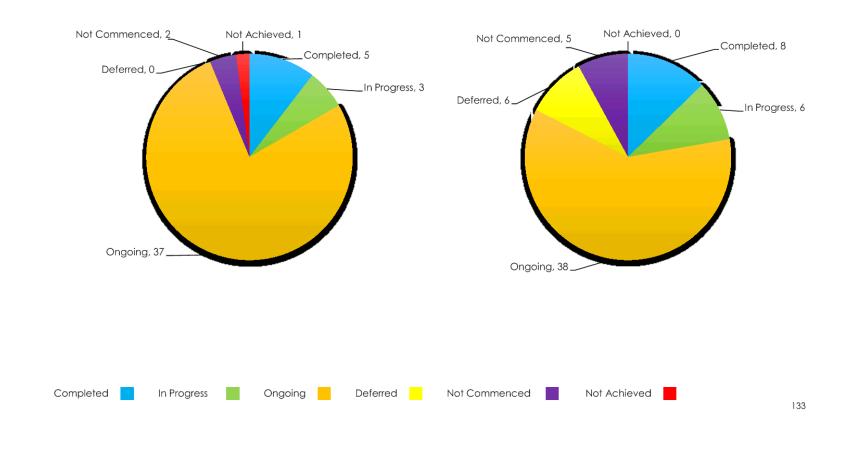
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Built Environment	Manager Planning, Development & Compliance	30-Jun-201 <i>7</i>	31-Dec-2016	1. Webpage updated	New information is available under the "Development: Planning and Building" section of Council's website. Development Application tracking is available online and Electronic Housing Code is operational.	



# **OUR LEADERSHIP**

# **DP Action KPI Status**

# **OP Action KPI Status**



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# **OBJECTIVE: 4.1 Openness and transparency in decision making**

STRATEGY: 4.1.1 Communication and engagement with the community increases confidence in decision-making

DP ACTION: 4.1.1.1 A public forum is made available at the commencement of each Council meeting to allow public input prior to a decision being made

FUNCTION		POSITION		13/14	14/15	15/16	16/17
Leadership Governan		Executive Support Officer		Yes	Yes	Yes	Yes
	DP Perforr	mance Indicator(s)	Comment				KPI Status
Performance Indicator(s)     Repricipation at public forum		ation at public forum	A Public Forum Session is availabed are limited to a period of 15 minutes aperiod of 2 minutes. Preference to speak on a matter on the age on how to participate in the Pubforms are available on Council's Relations Counter and placed of Council meetings.	utes and eac e is given to t enda for that lic Forum Ses website, at tl	th speaker is those persor meeting. In sion and reg he Custome	s limited to ns wishing structions gistration er	

OP ACTION: L01 A public forum is made available at the commencement of each Council meeting to allow public input prior to a decision being made

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		1. Participation at public forum	A Public Forum Session is available at Council meetings. Sessions are limited to a period of 15 minutes and each speaker is limited to a period of 2 minutes.	
Completed	In Progress	Ongoing	Deferred	d Not Comme	nced Not Achieved	134

# OP ACTION: L02 Information is made available to the public in regards to how to participate in public forum

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
	Executive Support Officer	30-Jun-2017		1. Information provided	Instructions on how to participate in the Public Forum Session and registration forms are available on Council's website, at the Customer Relations Counter and placed on seats in the gallery at the Council meetings.	

# DP ACTION: 4.1.1.12 Council's Communications strategy aims at increasing information regarding matters requiring a decision by Council.

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Custome	r Relations	Communication & Community Engage	ement Coordinator	No	Yes	Yes	Yes
	DP Perform	nance Indicator(s)	Comment	KPI Status			
1. Increas		ed community confidence in Council	A Community Satisfaction Survey is yet to be developed.				

# OP ACTION: L16 A Communications Strategy is developed and implemented

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Customer Relations	Communication & Community Engagement Coordinator	30-Jun-2017		1. Strategy adopted	A Communications Strategy is currently being developed by Sauce Communications.	
Completed	In Progress	Ongoing	Deferre	ed Not Comme	enced Not Achieved	135

# OP ACTION: L17 Communications initiatives aimed at increasing community awareness about Council decisions are adopted

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Customer Relations	Communication & Community Engagement Coordinator	30-Jun-201 <i>7</i>		1. Community satisfaction	Media releases to inform the community on Council decisions have increased dramatically. Summaries of all major decisions that go before Council are made available to the public before each meeting, and are followed by releases outlining the outcomes.	

# DP ACTION: 4.1.1.13 Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Leadersh Governa	•	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Perform	ance Indicator(s)	Comment				<b>KPI Status</b>
	1. 100% co	mpliance	Ongoing compliance with Office of requirements and legislation. Report provided to relevant Ministers as re	uncil and			
	2. Increase	d community confidence in Council	Existing policies continue to be rev	iewed and	updated.		

# OP ACTION: L18 Adherence to all Office of Local Government calendar of compliance and reporting requirements

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENT	S	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		1.100% compliance	0 0	ompliance with Office of Loca nt requirements and legislation	
Completed	In Progress	Ongoing	Deferre	d Not Com	menced	Not Achieved	136

# OP ACTION: L19 Legislative requirements are met in accordance with the relevant Acts

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		1.100% compliance	Ongoing compliance with Office of Local Government requirements and legislation.	

## OP ACTION: L20 Develop and review Council policies to ensure best practice and relevance

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		Increased     community     confidence in     Council	Current policies are being reviewed and updated.	

# DP ACTION: 4.1.1.4 All public documents including business papers are made available on Council's website



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# DELIVERY PROGRAM - KEY PERFORMANCE INDICATORS PROGRESS REPORT AT 31 DECEMBER 2016

# OP ACTION: L05 Business papers are uploaded to the website in accordance with the Code of Meeting Practice

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Governance Officer	30-Jun-2017		1. 100% compliance	Documents loaded onto relevant sections on Council's website.	

# OP ACTION: L06 All public policies are available online

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Governance Officer	30-Jun-2017		1.100% compliance	Public policies are available on Council's website.	

# STRATEGY: 4.1.2 Social, environmental and economic sustainability is considered when making decisions

# DP ACTION: 4.1.1.5 When making decisions, Council considers social, environmental and economic sustainability

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer		Yes	Yes	Yes	Yes
DP Perf	formance Indicator(s)	Comment				KPI Status
1. Incre	eased community confidence in Council	The social, environmental and decisions are addressed in reported the relevant strategic direction.	,			_

# OP ACTION: L07 Reports presented to Council provide comment in relation to social economic implications of required decisions

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		1. Increased community confidence in Council	The social, environmental and economic implications of Council's decisions are addressed in reports to Council by aligning with the relevant strategic direction.	

# STRATEGY: 4.1.3 Decision-makers provide accountability through planning and reporting frameworks

# DP ACTION: 4.1.1.10 The Integrated Planning and Reporting Framework is implemented

UNCTION	POSITION		13/14	14/15	15/16	16/17
eadership & Governance	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
DP Perf	ormance Indicator(s)	Comment				KPI Status
1. Leve	I of improvement in implementation of IPRF	Cambron software continues to be Business Plan, Human Resources, of Corporate Services staff attended aligning and further development template has been implemented period to enable staff to report in both the Delivery Program and Operations of the Del	and Governed Cambron to tof modules for the July a more med	ance modu raining for th . A new rep - December aningful mai	les. ne ort r 2016	•
Completed	In Progress Ongoing Defe	erred Not Commenced	Not Ach	vioyed		

140

# OP ACTION: L13 Actions within the improvement plans for Asset Management Plans are progressed

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Manager Infrastructure	30-Jun-2017		Actions     completed in     accordance with     the plan	Actions have not been completed as the plans remain in Draft form. Draft Plans are expected to be presented to Council by June 2017.	

# OP ACTION: L14 The Asset Management System is implemented to assist with asset management responsibilities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Manager Infrastructure	30-Jun-2017		1. System implemented	An Asset Management System is being developed within Council's Authority system. Asset condition data has been uploaded, and staff are currently developing a maintenance program for each asset class. The Asset Management System will align with Council's Asset Management Plans scheduled for presentation to Council by June 2017. Plans scheduled for completion before June 2017. Asset condition data has been uploaded, currently working on maintenance programs for each asset class.	



# DP ACTION: 4.1.1.11 Council's records system is maintained in accordance with legislation

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Corporat	te Support	Manager Information Services		Yes	Yes	Yes	Yes
	DP Perform	nance Indicator(s)	Comment				KPI Status
	1. 100% cc	ompliance	Council's records system is mainto legislative requirements set out in				

# OP ACTION: L15 Council's records system is maintained in accordance with legislation

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Manager Information Services	30-Jun-2017		1.100% compliance	Council's records system is maintained in accordance with the legislative requirements set out in the State Records Act 1998.	

#### DP ACTION: 4.1.1.2 All conflicts of interest are declared in accordance with Council's Code of Conduct

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer		Yes	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
	nber of Code of Conduct complaints breach in conflict provisions	Nil Code of Conduct comp period. Council's Code of M and staff to declare their int Annual pecuniary interest fo appropriate staff.	Meeting Practice a terest in items at C	llows for Co council Mee	uncillors tings.	•
Completed	In Progress Ongoing	Deferred Not Commenced	d Not Act	nieved <b>–</b>		1.

# OP ACTION: L03 Conflict of interest declarations are completed and pecuniary interest returns are submitted

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Pecuniary     interest returns     submitted by due     date	Council's annual pecuniary interest forms are completed by Councillors and appropriate staff and reported to Council by the due date.	

# DP ACTION: 4.1.1.3 The Council leadership group works well together to serve the community

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	KPI Status
Number and cost of Code of Conduct complaints	Nil complaints received during the report period.  Council's Code of Meeting Practice allows for Councillors and staff to declare their interest in items at Council Meetings	
2. Increased confidence in Council	Councillor briefings are held prior to Council meetings each month, and additional briefings are held when required.	

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# OP ACTION: L04 Workshops and briefings are provided to Councillors to allow better understanding of issues facing local government and subjects requiring action

sobjects regon		==				
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017	31-Dec-2016	1. Three workshops held each month	Councillor briefings are held prior to Council meetings each month, and additional briefings are held when required.	
				2. Attendance at workshops	The majority of Councillors attended the "Hit the Ground Running" workshop conducted by Local Government NSW following the Local Government Election in September 2016.	•

# DP ACTION: 4.1.1.6 Quarterly Budget Reviews are completed quarterly in accordance with guidelines

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Financial Management	Finance Manager	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
1. 100% compliance with guidelines	All quarterly budget reviews were completed within the time	
	frame requirements and in full compliance with guidelines.	_

# OP ACTION: LOS Budget Reviews are completed quarterly in accordance with quidelines

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Financial Management	Finance Manager	30-Jun-2017	31-Dec-2016	1. 100% compliance with guidelines	All quarterly budget reviews were completed within the time frame requirements and in full compliance with guidelines.	
Completed	In Progress	Ongoing	Deferred	Not Commence	nd Not Achieved	143

DP ACTION: 4.1.1.7 A review of Delivery Plan Objectives is provided six-monthly in accordance with guidelines

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership Governand	' ' '	Comment	Yes	Yes	Yes	Yes
	1. 100% compliance with guidelines	The Delivery Program six mon December 2016 is expected 2017.	,	,	_	

# OP ACTION: L09 A review of Delivery Plan objectives is provided six-monthly in accordance with guidelines

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		1. 100% compliance with guidelines	The Delivery Program six monthly progress report covering June - December 2016 is expected to be presented to Council in early 2017.	

# OP ACTION: L10 Review and improve key performance indicators within the Delivery Program with a view to ensuring they are meaningful, understandable, and encourage continuous improvement

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		1. KPI's in the Delivery Program reviewed and changes provided to Council for adoption through the review process	Staff workshops were held in December 2016 to commence drafting the Draft Delivery Program 2017-2021, with the aim of enhancing the quality of KPI's. The Draft Delivery Program 2017-2021 is expected to be presented to Council in early 2017.	•
Completed	In Progress	Ongoing	Deferred	d Not Comme	nced Not Achieved	144

# DP ACTION: 4.1.1.8 An Annual Report is prepared in accordance with guidelines

FUNCTION		POSITION		13/14	14/15	15/16	16/17
Leadership Governan		Corporate Responsibility Officer		Yes	Yes	Yes	Yes
	DP Perforn	mance Indicator(s)	Comment				KPI Status
	1.100% cc	ompliance with guidelines	The Annual Report 2015/2016 was October 2016, minute number 4. Council's website and web link provernment (OLG) prior to the records.	5363. The repo provided to th	ort was uplo ne Office of	aded to Local	

# OP ACTION: L11 An Annual Report is prepared in accordance with guidelines

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	1. 100% compliance with guidelines	The Annual Report 2015/2016 was adopted by Council on 26 October 2016, minute number 45363. The report was uploaded to Council's website and web link provided to the Office of Local Government (OLG) prior to the required date of 30 November 2016.	•

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DP ACTION: 4.1.1.9 Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Financial Management	Finance Manager		Yes	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
1.1009	% compliance with guidelines	Financial Statements were comp Audit, Risk & Improvement Comr Statements on 6 October 2016 a 26 October 2016. Financial State Office of Local Government (OL	nittee endors nd were ado ments were p	sed the Fina opted by Co provided to	ncial uncil on	

# OP ACTION: L12 Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Financial Management	Finance Manager	30-Jun-2017	31-Dec-2016	1. The completed Financial Statements are lodged with the OLG by the due date – 31st October	Financial Statements were completed in September 2016. The Audit, Risk & Improvement Committee endorsed the Financial Statements on 6 October 2016 and were adopted by Council on 26 October 2016. Financial Statements were provided to the Office of Local Government (OLG) on 27 October 2016.	



# **OBJECTIVE: 4.2 Our leaders make smart decisions**

STRATEGY: 4.2.1 Support leaders through the process of making difficult decisions

# DP ACTION: 4.2.1.1 Decisions are made in a timely manner to ensure effective delivery

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Leadership ( Governance		Yes Yes Yes				Yes	
D	P Performance Indicator(s)	Comment		KPI Status			
1.	. Number of decisions delayed or overturned	Four items were deferred during the report period, to allow for Councillors to be briefed on the items.					
	. Increased confidence in Council decision naking	Matters are reported to Council ir Council are implemented and Co kept informed of the progress of a Action List report	ity are				

# OP ACTION: L21 Decisions are made in a timely manner to ensure effective delivery of outcomes

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Number of decisions delayed or overturned	Four items were deferred during the report period, to allow for Councillors to be briefed on the items.	
				2. Increased confidence in Council decision making	Matters are reported to Council in a timely manner. Decisions of Council are implemented and Council and the community are kept informed of the progress of decisions through the monthly Action List report.	
Completed	In Progress	Ongoing	Deferred	d Not Commer	nced Not Achieved	147

STRATEGY: 4.2.2 Our leaders are well informed on external decisions and information that may impact local decisions

DP ACTION: 4.2.1.12 Monitor potential changes to government policy and legislation and make submission where considered important for the local community

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Leadership & Governance	Executive Support Officer		Yes	Yes	Yes	Yes	
DP Pe	erformance Indicator(s)	Comment				KPI Status	
1. Su	bmissions made as appropriate		A number of submissions have been made in relation to matters impacting upon Broken Hill.				

#### OP ACTION: L37 Monitor potential changes to government policy and legislation and make submission where considered important for the local community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		1. Submissions made as appropriate	A number of submissions have been made in relation to matters impacting upon Broken Hill.	

# DP ACTION: 4.2.1.13 Accept opportunities to attend training and events that provide value through information, ideas and solutions that add value to our community

FUNCTION	١	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance		Executive Support Officer		Yes	Yes	Yes	Yes
	DP Performance Indicator(s)		Comment				KPI Status
	Attendance at relevant events/training		Councillors and staff attervalue to the City.				

# OP ACTION: L38 Accept opportunities to attend training and events that provide value through information, ideas and solutions that add value to our community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Attendance at relevant events/training	Councillors and staff attend training and events considered of value to the City.	

DELIVERY PROGRAM - KEY PERFORMANCE INDICATORS PROGRESS REPORT AT 31 DECEMBER 2016

# DP ACTION: 4.2.1.14 Encourage Broken Hill representation on working groups and committees designed to address issues that may impact our local area

JNCTION	POSITION		13/14	14/15	15/16	16/17
eadership & overnance	Executive Support Officer		Yes	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
1. Atte	endance at working groups and committees	The Community Strategic Plan Roare attended by community me stakeholder agencies. The meeti attendance and a public forum	mbers and re ings are adve session is held	epresentative ertised for pu d during the	es from ublic meeting.	
		Councillors, General Manager as in the following working groups of			icipated	
		<ul> <li>Public Library Relocation</li> <li>Living Museum + Perfect</li> <li>Lead Reference Group</li> <li>Broken Hill Solar Plant Consilverton Wind Farm Consilverton Wind Farm Consolation</li> <li>Disability Inclusion Action</li> <li>Section 355 Committees</li> </ul>	Light project nsultative Cor sultative Com	mmittee mittee		
		The Mayor or Councillor Represe Mining Task Force groups and ot committees attended to provide affecting Broken Hill. The Mayor of attended numerous meetings of	her working g e Council inpu and General I	proups and ut on matter Manager ho	rs .	
ompleted	In Progress Ongoing Defe	rred Not Commenced	Not Ach	nieved		

# OP ACTION: L39 Encourage Broken Hill representation on working groups and committees designed to address issues that may impact our local area

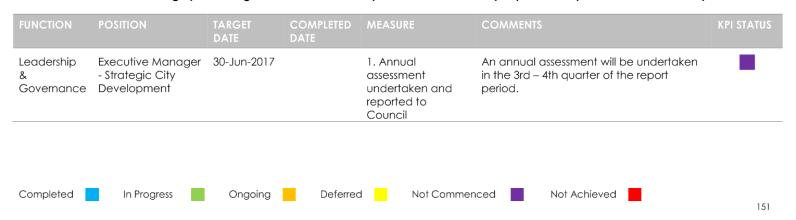
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Attendance at working groups and committees	Attendance at working group and committee meetings as required.	

#### DP ACTION: 4.2.1.15 Monitor demographic changes within the community and consider the likely implications upon Council and the City

FUNCTION	1	POSITION	13/14	14/15	15/16	16/17	
Leadership Governan		Executive Manager - Strategic City Dev	elopment	Yes	Yes	Yes	Yes
	Annual assessment undertaken and reported to Council		Comment				KPI Status
			The demographic changes of monitored on an ongoing basi submissions for available grant	ts and			

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#### OP ACTION: L40 Monitor demographic changes within the community and consider the likely implications upon Council and the City



#### DP ACTION: 4.2.1.2 Encourage attendance at meetings and workshops

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Leadersh Governo	•	Executive Support Officer		Yes	Yes	Yes	yes
	DP Perfo	ormance Indicator(s)	Comment				<b>KPI Status</b>
	Attendance at Council meetings, workshops and committees		Council Meetings and the Comm Committee Meetings are advertis				

#### OP ACTION: L22 Meeting notice, business papers and agendas are provided for meetings in accordance with the Code of meeting practice

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Compliance with     Code of Meeting     Practice	Meeting notices, business papers and agendas are provided at meetings and on Council's website.	

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#### DP ACTION: 4.2.1.7 Develop and implement a communications strategy to increase confidence in Council's decision making



#### OP ACTION: L30 Develop and implement a communications strategy to increase confidence in Council decision making

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Customer Relations	Communication & Community Engagement Coordinator	30-Jun-2017		Communications strategy developed and adopted	A Communications Strategy is currently being developed by Sauce Communications.	

#### STRATEGY: 4.2.3 Our leaders are aware of emerging issues and new information in order to respond appropriately

#### DP ACTION: 4.2.1.10 Increase leadership capacity within Council

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17	
Corporat	e Support	Executive Support Officer		Yes	Yes	Yes	Yes	
	DP Performance Indicator(s)  1. Community satisfaction		Comment				KPI Status	
			Councillors and staff attend training considered of value to the City on a case by case basis. Supervisory Leadership Skills and Aspiring Leaders training is being considered.					

#### OP ACTION: L34 Develop a Councillor training plan

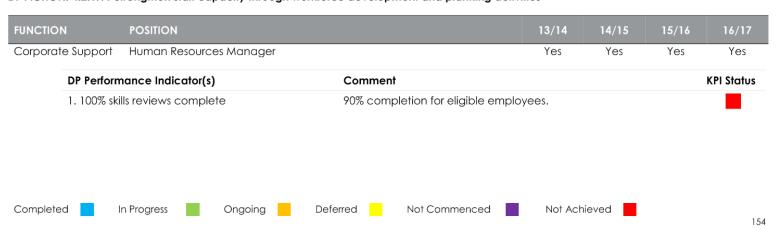
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Executive Support Officer	30-Jun-2017		1. Training plan developed	The newly elected Councillors attended "Hit The Ground Running" workshop conducted by Local Government NSW. Draft Learning Plans have been developed for Mayor, Deputy Mayor and Councillors for further consultation.	
Completed	In Progress	Ongoing	Deferre	ed Not Comm	nenced Not Achieved	153

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#### OP ACTION: L35 Develop Leadership program for Managers

FUNCTION	DOCUTION.		0041015750	AAFACURE	00141151170	LANGE A TILO
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Human Resources Manager	30-Jun-2017		80% participation in leadership development activities	Development stages and budget approval pending. Council offers a range of leadership opportunities for Managers. Personal leadership development is offered through Human Synergistic's Life Styles Inventory (LSI) with coaching. One Senior Manager participated in this process during the reporting period.	•
					Formalised program for management skills development and leadership skills development requires linkage to the succession planning model and formalised "special budget" requested for 2017/2018 financial year.	

#### DP ACTION: 4.2.1.11 Strengthen staff capacity through workforce development and planning activities



#### OP ACTION: L36 Implement priority strategies contained within Council's Workforce Management Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Human Resources Manager	30-Jun-2017		1. Actions completed	Actions within Council's Workforce Management Plan continue to be implemented as specified below:  Workforce Strategy 1.5 Build greater flexibility within our Award to ensure Council becomes competitive whilst maintaining job security: The Broken Hill City Council Consent Award was adopted in December 2015. Seven day spread and span of hours were reviewed and amended in the new Broken Hill City Council Consent Award 2015. Grandfathered terms for annual leave and redundancy. Workforce Strategy 2 Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals: Succession planning framework has been drafted. Workforce Strategy 2.1 Critical roles are identified and strategies developed to minimise risks to business continuity: Critical roles have been identified (draft) and key personnel mapped to determine bench strength.	

•	Workforce Strategy 2.2 Identify
	leadership pipeline through
	effective succession planning for
	senior leader positions: Leadership
	pipeline has been considered
	(draft).
•	Workforce Strategy 3.5 Invest

- Workforce Strategy 3.5 Invest resources into system analysis and process improvement: Business System Analyst position has been included in organisational structure.
- Workforce Strategy 4.5 Promote the health and wellbeing of all people: Council won a \$10,000 incentive from our Workers Compensation Insurer for our performance in WHS and injury prevention.

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#### DP ACTION: 4.2.1.16 Develop strong relationships with key government departments and personnel

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer		Yes	Yes	Yes	Yes
DP Perf	formance Indicator(s)	Comment				<b>KPI Status</b>
1. Num	aber of representations made	The Mayor and General and have exchanged re	0		Ministers	

#### OP ACTION: L41 Develop strong relationships with key government departments and personnel

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Number of representations made	The Mayor and General Manager have met with various Ministers and have exchanged regular correspondence.	
Completed	In Progress	Ongoing	Deferred	d Not Comm	enced Not Achieved	156

#### DP ACTION: 4.2.1.3 Implement strategies to address Council's financial sustainability

FUNCTIO	N POSITION		13/14	14/15	15/16	16/17
Financial Manage			Yes	Yes	Yes	Yes
	DP Performance Indicator(s)	Comment				KPI Status
	Improvement in Council's long term financial sustainability	Financial strategies continue to be realised through operational efficunutilised buildings as well as outs the sale of land for rates. Current service reviews, building utilisation sources of revenue.	iencies and tanding rate strategies in	the disposales recovered	of I through reviews,	

# OP ACTION: L23 Assess transition of staff structure implemented in 2015/16 to ensures alignment with the goals and objectives of the Delivery Program

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FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Finance Manager	30-Jun-2017		1. A review of restructured departments is undertaken and productivity improvements are quantifiable	Service reviews are underway to quantify productivity gains through the restructure as well as identify further efficiencies and the levels of service required/expected.	

OP ACTION: L24 Develop a Financial Strategy to support the Long Term Financial Plan

OP ACTION: L24	Develop a Financial	strategy to supp	port the Long I	erm rinanciai rian		
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Financial Management	Finance Manager	30-Jun-2017		1. Financial Strategy developed	Financial strategies continue to be developed. Significant savings have been realised through operational efficiencies and the disposal of unutilised buildings, as well as the recovery of outstanding rates through the sale of land for rates. Current strategies include plant reviews, building utilisation, service reviews and additional income sources. Community engagement will ensure the budget as per the Long Term Financial Plan is spent delivering the levels of services required and expected by the community.	

DP ACTION: 4.2.1.4 Develop a strategy to reduce Council's reliance on the mining industry for revenue generation

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Financial Management	Finance Manager		No	Yes	Yes	Yes
DP Perf	formance Indicator(s)	Comment				<b>KPI Status</b>
1. Redu revenu	uction of reliance on mining industry for le	A strategy is in place to cap minin income, by progressively transferri rates each year. This strategy has implemented by Management. 20 consecutive year of the strategy is was transferred from the mining se impacted each residential proper \$15.00 for the 2016/17 financial yes the rating structure to levy rates in thereby reducing the impact on recommunity if the mines suddenly or reductions on land value occur.	ng 1% of mi been endo 016/17 saw mplemente ector to resion ty by an averar. This has a proportion esidential ro	ne rates to re rsed by Coul the third fou d. A total of dential prope erage incres assisted in all to land valu atepayers an	esidential ncil and rth \$147,041 erties. This ase of ligning rations	•
Completed	In Progress Ongoing Do	eferred Not Commenced	Not Acl	nieved		15

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Financial Management	Finance Manager	30-Jun-2017	31-Dec-2016	Reduction of reliance on mining industry for revenue	A strategy is in place to cap mining rates at 10% of total rateable income, by progressively transferring 1% of mine rates to residential rates each year. This strategy has been endorsed by Council and implemented by management. This is the second year this particular strategy has been implemented with the total rates contribution from mines decreasing from 17% to 16% of total rates income. A total of \$147,041 was transferred from the mining sector to residential properties. This impacted each residential property by an average increase of \$15.00 for the 2016/17 financial year. This has assisted in aligning the rating structure to levy rates in proportion to land valuations thereby reducing the impact on residential ratepayers and the community if the mines suddenly ceased to operate or significant reductions on land value occur.	

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DP ACTION: 4.2.1.5 Improve Council's asset management capacity and planning

T ACITOR	1. 7.2.1.5 1111	prove cooncil a dasci managemeni ca	buchy and planning				
FUNCTION	1	POSITION		13/14	14/15	15/16	16/17
Asset Mar	nagement	Manager Infrastructure		Yes	Yes	Yes	Yes
	DP Perform	nance Indicator(s)	Comment				KPI Status
	1. Increase planning	ed confidence in asset management	Ongoing mentoring and training p Preliminary Draft Asset Manageme consideration with the Levels of Se and new condition data. Actions plans have been re-evaluated an Asset Management Authority syste expected to be completed for im	ent Plans red ervice comr from previo d implemer em is under	quire review nunity consuus improvem nted accord developme	in ultation nent lingly. The	-

OP ACTION: L26 Provide training and mentoring to staff in relation to asset management requirements

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Asset Management	Manager Infrastructure	30-Jun-2017		1. Increased asset management capacity	Once Asset Management Plans have been adopted by Council and the Asset Management Authority System has been finalised and implemented, training will be provided to relevant staff.	

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Asset Management	Manager Infrastructure	30-Jun-2017		Actions     completed in     accordance with     the asset     management     plans	Asset Management Plans are currently in draft format and actions will be completed once the plans have been formally adopted by Council.	_
Completed	In Progress	Ongoing	Deferred	Not Commer	nced Not Achieved	160

OP ACTION: L28 The Asset Management System is implemented to assist with asset management responsibilities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Asset Management	Manager Infrastructure	30-Jun-2017		1. System implemented	The Asset Management Authority System is under development and is expected to be completed for implementation in 2017.	

DP ACTION: 4.2.1.6 Undertake service level reviews to ensure service delivery meets the community's needs

FUNCTION	POSITION	·	13/14	14/15	15/16	16/17
Customer Relations	Business Systems Analyst		No	Yes	Yes	Yes
DP Perform	nance Indicator(s)	Comment				KPI Status
1 4+1	ana annia a laval raviavvvna dartekan	Complete level reviews will be a up der	المادمين مادا	المدرما منامنام	الم محمد ما	

1. At least one service level review undertaken annually

Service level reviews will be undertaken at a holistic level across all functions of Council. A Level of Service Survey was conducted with the community in November 2015 and the outcomes of the survey will be reflected in the 2016/17 planning documents. Further community consultation will be undertaken in regards to community halls.

OP ACTION: L29 Undertake at least one service level review for a Council provided service

Leadership Business Systems 30-Jur & Analyst Governance	un-2017	1. One service level review undertaken	Service level reviews will be undertaken at a holistic level across all functions of Council. A Level of Service Survey was conducted with the community in November 2015 and the outcomes of the survey will be reflected in the 2016/17 planning documents. Further community consultation will be undertaken in regards to community halls.	

DP ACTION: 4.2.1.8 Review Council's branding, including logo taking into consideration branding activities undertaken for the City in 2011

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Corporate Responsibility Officer		No	Yes	No	No
DP Per	formance Indicator(s)	Comment				KPI Status
1.Brar	nding reviewed	Council's new logo and bro February 2016. Council con incorporate the adopted to designs, which has been ro Council documents and te community continues, and development in 2017.	ntracted a Graphic ogos in the develor olled out to all staff. emplates, signage o	Designer to oment of bro Rebranding and presence	o anding g of all ce in the	

DP ACTION: 4.2.1.9 Improve performance management and reporting for the organisation

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Corporate Support	Corporate Responsibility Officer	No	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	<b>KPI Status</b>
Increased productivity measured by community satisfaction in council services	Service Reviews are scheduled to commence in 2017 to identify service profiles, and to determine community needs and appropriate service commitments. Customer satisfaction survey is required to support this process.	

OP ACTION: L31 Participate in industry benchmarking and comparative activities to inform and guide Council's performance

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Corporate Responsibility Officer	30-Jun-2017	31-Dec-2016	Benchmarking     and comparative     reports provided	Participation in LG Professionals/ PwC benchmarking survey completed.	
Completed	In Progress	Ongoing	Deferred	Not Commen	nced Not Achieved	162

#### OP ACTION: L32 Implement performance management reporting system for employees in line with Corporate performance objectives

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Corporate Responsibility Officer	30-Jun-2017		1. % performance reviews completed using new system	Not completed during report period.	

#### OP ACTION: L33 Implement a staff cultural change program aimed at working together for a better community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Corporate Support	Human Resources Manager	30-Jun-2017	31-Dec-2016	Improved     staffing culture     demonstrated in     climate survey	Cultural Surveys are completed every 3 years to mark progress towards constructive culture. Most recent survey completed was in 2015.	

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#### STRATEGY: 4.2.4 Our local Council is strong and sustainable

No report requirements during report period.



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#### **OBJECTIVE: 4.3 We unite to succeed**

STRATEGY: 4.3.1 Opportunities to work together are identified and relationships are developed and maintained for the benefit of the community

DP ACTION: 4.3.1.1 Develop committees and/or workgroups for key issues and projects impacting Council and the City

FUNCTION	N	POSITION		13/14	14/15	15/16	16/17
Leadershi Governar	•	Executive Support Officer		Yes	Yes	Yes	Yes
	DP Perfo	rmance Indicator(s)	Comment				<b>KPI Status</b>
		nittee member satisfaction with value from collaboration	Council has adopted the inclusior Living Museum + Perfect Light Proj Disability Inclusion Action Plan Wo	ect Steering	g Group, and		

#### OP ACTION: L42 Identify issues and projects which may benefit from the creation of a committee or workgroup

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Committee/Workgroup outcomes	There are no new issues or projects that may benefit from a newly created committee or workgroup, other than those already formed.	

DP ACTION: 4.3.1.2 Support Council's section 355 Committees in undertaking their duties with Council

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Corporate Responsibility Officer		Yes	Yes	Yes	Yes
DP P	erformance Indicator(s)	Comment				KPI Status
1. Str	ong Section 355 volunteer base retained	Following the Local Governme Section 355 Committee positionew Council was required to a Some new committee members has advertised for a second tirenomination numbers being low finalised prior to Frameworks appresented to Council in early 2 revised documents being ado	ons were declar appoint new co ers have been o me for nominat v. Awaiting me nd Constitution 2017. Member	red vacant of committee me appointed. Of ions due to mberships to ss being upd	and the embers. Council  be be lated and	•

#### OP ACTION: L43 Ensure representation on Section 355 Committees

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		Attendance at meetings	Memberships were declared vacant in September 2016. Section 355 Committee members prior to this submitted Annual and Term Reports detailing the number of and frequency of meetings.	•
Completed	In Progress	Ongoing	Deferred	d Not Commer	nced Not Achieved	

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FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Corporate Responsibility Officer	30-Jun-2017		1. Inductions undertaken	Induction programs will be developed for all Section 355 Committees in early 2017 following appointments of members.	

#### DP ACTION: 4.3.1.3 Maintain a strong relationship and regularly engage with the local State Member.

FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Leadership & Governance	Executive Support Officer		Yes	Yes	Yes	Yes	
DP Perf	formance Indicator(s)	Comment				KPI Status	
1. Mee	tings held at least quarterly	The Mayor and General Manager have met with the State member on more than six occasions during the report period					

#### OP ACTION: L45 Meet with the local State member

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Meetings held quarterly	The Mayor and General Manager have met with the State member on more than six occasions in the reporting period	

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#### DP ACTION: 4.3.1.4 Maintain a strong relationship and regularly engage with the local Federal Member

FUNCTION	POSITION			13/14	14/15	15/16	16/17	
Leadership & Governance	Executive Supp	Executive Support Officer				Yes	Yes	Yes
DP Per	formance Indicator(	s)	Comme	nt				<b>KPI Status</b>
1. Mee	etings held at least tv	vice annually	Three me	eetings were held with t	he Federal Me	ember.		
Completed	In Progress	Ongoing	Deferred	Not Commenced	Not Ach	nieved		166

# DELIVERY PROGRAM - KEY PERFORMANCE INDICATORS PROGRESS REPORT AT 31 DECEMBER 2016

#### OP ACTION: L46 Meet with the local Federal member

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Officer	30-Jun-2017		1. Meetings held six monthly	Three meetings were held with the Federal Member.	

#### DP ACTION: 4.3.1.5 Develop and strengthen relationships with the local aboriginal community

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership Governanc	• •		Yes	Yes	Yes	Yes
D	P Performance Indicator(s)	Comment				KPI Status
Attendance at meetings and other gatherings with the local Aboriginal community		The Mayor has arranged various minclude representation from the Aland Acting General Manager have Community Working Party meeting	boriginal Co e attendeo	ommunity. Th	ne Mayor	

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#### OP ACTION: L47 Contribute to the Aboriginal Community Working Party

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Attend meetings at least quarterly	The Mayor and Acting General Manager have attended the Aboriginal Community Working Party meeting.	
Completed	In Progress	Ongoing	Deferred	d Not Commer	nced Not Achieved	147

OP ACTION: L48 Develop, plan and implement a Reconciliation Action Plan

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		RAP developed and implemented	A Reconciliation Action Plan Working Group has been formed by Council with three Councillor Representatives. An updated Reconciliation Action Plan is required to be developed as the current plan is dated 2011/12.	

# DP ACTION: 4.3.1.6 Support local groups and individuals by attending and supporting events and activities providing a positive impact on the community

FUNCTION	POSITION	13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer	Yes	Yes	Yes	Yes

DP Performance Indicator(s)	Comment	KPI Status
1. Attendance at events and activities	Support to local community groups is available through the Community Assistance Policy. The Mayor and General Manager regularly attend events to represent Council and support the community.	

# OP ACTION: L49 Support local groups and individuals by attending and supporting events and activities providing a positive impact on the community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership Executive Support 30-Jun-2 & Officer Governance		30-Jun-2017		Events and activities attended/supported	Support to local community groups is available through the Community Assistance Policy. The Mayor and General Manager regularly attend events to represent Council and support the community.	-
Completed	In Progress	Ongoing	Deferre	d Not Commend	ced Not Achieved	168

DP ACTION: 4.3.1.7 Gain a better understanding of possible alignments between Council and community groups, local associations and volunteers to ensure opportunities to work together are identified

			,				
FUNCTION	POSITION		13/14	14/15	15/16	16/17	
Leadership & Governance	Executive Support Officer	Executive Support Officer		Yes	Yes	Yes	
DP P	erformance Indicator(s)	Comment				KPI Status	
	umber of joint initiatives undertaken in aboration	Council meets with representatives of various community groups for a better understanding of working together for the community. These groups included:					
		<ul> <li>Heritage Working Group</li> <li>Disability Inclusion Action F</li> <li>Aboriginal Community Wo</li> <li>Lead Reference Working C</li> <li>Community Strategic Plan</li> </ul>	orking Group Group		e		

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#### OP ACTION: L50 Develop a knowledge base of existing and proposed community groups, associations etc. and their purpose

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Knowledge base developed	A list of community groups, volunteer groups and associations is available on Council's website.	
Completed	In Progress	Ongoing	Deferre	d Not Commer	nced Not Achieved	1.69

STRATEGY: 4.3.2 A community round table is established to drive the implementation of the Community Strategic Plan and report on progress to the community

DP ACTION: 4.3.1.9 Provide leadership, structure and support to the Community Roundtable in their review and management of the Community Strategic Plan

FUNCTIO	N	POSITION		13/14	14/15	15/16	16/17
Leadersh Governa		Executive Support Officer		Yes	Yes	Yes	Yes
	DP Perfor	mance Indicator(s)	Comment				<b>KPI Status</b>
	value is being achieved		Ongoing positive comments are re of meetings held. Council is review more interaction with the commun				

#### OP ACTION: L52 Facilitate and participate in the Community Roundtable

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Community     Roundtable     conducted and     attended	The Mayor, Councillors and General Manager attend Community Strategic Plan Round Table Committee meetings, which are held quarterly.	

STRATEGY: 4.3.3 The leadership capacity within our community is increased

# DP ACTION: 4.3.1.8 Develop project management planning practices that identify key stakeholders for projects and activities undertaken by Council

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Business Systems Analyst		No	Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				KPI Status
1. Proj adopt	ect management planning practices ed	Project management practices of monitoring and improvement of is achieved.				

# OP ACTION: L51 Develop project management planning practices that identify key stakeholders for projects and activities undertaken by Council

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Business Systems Analyst	30-Jun-2017		1. Project management procedures developed and implemented	Project management practices currently in place. Ongoing monitoring and improvement of practices to ensure best practice is achieved.	

#### STRATEGY: 4.3.4 Partnerships, role models and joint success is celebrated and promoted

# DP ACTION: 4.3.1.10 Provide support through advocacy towards maintaining a level of non-council services based upon the needs of the community

Committee						
FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer	Executive Support Officer			Yes	Yes
DP Perf	formance Indicator(s)	Comment				KPI Status
1. Advo	ocacy provided where required	Advocacy actively led b	Advocacy actively led by the Mayor where required.			

#### OP ACTION: L53 Where required, advocate on behalf of the community to improve or maintain non-Council services and facilities

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		Representations made where required	The Mayor and General Manager correspond with relevant Ministers and Government bodies in relation to advocating on behalf of the community to improve and maintain non-Council services and facilities.	

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# DP ACTION: 4.3.1.11 Consider and further investigate the concept and potential for value through a strengthened whole of government approach for the Far West

FUNCTION		POSITION	POSITION				14/15	15/16	16/17
Leadership Governan		Executive Support Officer				Yes	Yes	Yes	Yes
	DP Perfo	formance Indicator(s)			nt				KPI Status
		e participation in activities	Local Government	,	or and General Manag overnment Reform activ				
Completed		In Progress	Ongoing	Deferred	Not Commenced	Not Act	nieved		1

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# OP ACTION: L54 Participate in workshops/discussions in relation to Local Government reform and whole of government approach to local outcomes

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Officer	30-Jun-2017		Participation at workshops/discussions	The General Manager attends all Far West Initiative meetings.	



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#### OBJECTIVE: 4.4 Our community is engaged and informed

STRATEGY: 4.4.1 Increase community involvement in decision-making

# DP ACTION: 4.4.1.2 Develop and implement individual communications and engagement plans for service level reviews and rating variation considerations

FUNCTIO	N	POSITION	13/14	14/15	15/16	16/17	
Custome	r Relations	Communication & Community Enga	gement Coordinator	No	Yes	Yes	Yes
	DP Perform	nance Indicator(s)	Comment				KPI Status
	1. Commu implemen	nications and engagement plans ted	Communication and Engagemer the upcoming service reviews for variations appear unlikely and will	ate			

# OP ACTION: L56 Develop and implement individual communications and engagement plans for service level reviews and rating variation considerations

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Customer Relations	Communication & Community Engagement Coordinator	30-Jun-2017		Participation by community groups and members	Communication and Engagement Plans are being developed for the upcoming service reviews for consideration. Special rate variations appear unlikely and will be developed on a needs basis.	

STRATEGY: 4.4.2 Engage the community through information and activities aimed at increased participation

DP ACTION: 4.4.1.1 Develop a communications strategy aimed at increasing information provision and engagement of our community

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Customer Relations	Communication & Community Eng	gagement Coordinator	No	Yes	No	Yes
DP Performance Indicator(s)  1. Communications strategy developed		Comment	Comment			
		A Communications Strategy is cu Sauce Communications.	rrently being	developed	d by	

#### OP ACTION: L55 Develop a communications strategy aimed at increasing information provision and engagement of our community

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Customer Relations	Communication & Community Engagement Coordinator	30-Jun-2017		Communications strategy developed and implemented	A Communications Strategy is currently being developed by Sauce Communications.	
				2. Community satisfaction	A Community Satisfaction Survey is yet to be developed.	

#### STRATEGY: 4.4.3 Increase knowledge and awareness of challenges and opportunities facing the City

# DP ACTION: 4.4.1.3 Undertake activities in Local Government week aimed at increasing the community's understanding of the role and responsibility of Local Government

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Tourism & Events Coordinator	No Yes		Yes	Yes	Yes
DP Per	formance Indicator(s)	Comment				<b>KPI Status</b>
1. Activities undertaken		Activities undertaken dur Mayor for a Day, shrub gi Volunteer Awards.	•			

## OP ACTION: L57 Undertake activities in Local Government week aimed at increasing the community's understanding of the role and responsibility of Local Government

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Tourism & Events Coordinator	30-Jun-2017	31-Dec-2016	Participation in activities	Activities undertaken during Local Government Week included Mayor for a Day, shrub giveaway, a community BBQ, and the Volunteer Awards.	

# DP ACTION: 4.4.1.4 Educate the community and create discussion in relation to issues and opportunities impacting upon Council and the community



#### OP ACTION: L58 Develop and distribute easy to read fact sheets and/or other communication outlining Council's current financial position

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Communication & Community Engagement Coordinator	30-Jun-2017		Information     developed and     distributed	A simple and detailed breakdown of Council's current financial situation was released on Council's website, social media, and regular media in October 2016. This was accompanied by a public financial summary by auditors UHY Haines Norton at the October Council Meeting.	•

# OP ACTION: L59 Develop and distribute easy to read fact sheets and/or other communication outlining Councils asset management responsibilities and associated challenges

FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Communication & Community Engagement Coordinator	30-Jun-2017		Information developed and distributed	Fact sheets will be drafted once Asset Management Plans have been finalised and adopted by Council.	

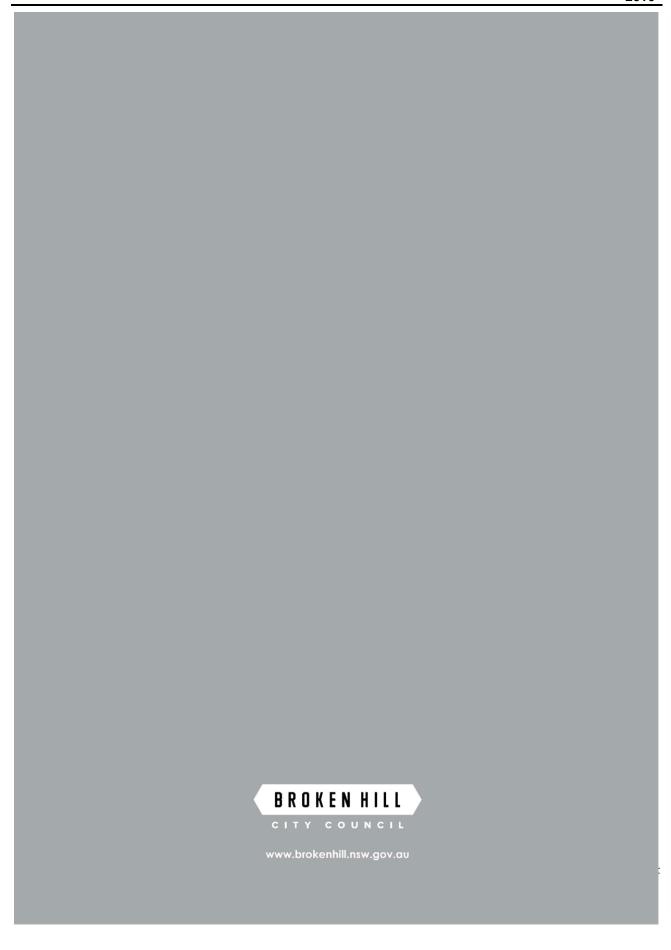
# DP ACTION: 4.4.1.5 Actively participate in undertaking presentations for community groups and associations in relation to Council activities, projects, challenges and opportunities

FUNCTION	POSITION		13/14	14/15	15/16	16/17
Leadership & Governance	Executive Support Officer		Yes	'es Yes	Yes	Yes
	ormance Indicator(s)	Comment				KPI Status
1. Num	ber of presentations made	Senior management continue presentations to community group proactively sought community key messaging around the Libra Upgrade and Broken Hill Living	oups where red groups and org ary Relocation,	quested. Co ganisations Civic Centi	to deliver re	
Completed	In Progress Ongoing	Deferred Not Commenced	Not Ach	nieved		1

Steering Group, Disability Inclusion Action Plan, and the Heritage Near Me Roadshow. The Community Round Table remains active in information sharing across the City. The Round Table allows the various stakeholders to take information back for greater dissemination across the various parties they represent.

### OP ACTION: L60 Undertake presentations for community groups and associations in relation to Council activities, projects, challenges and apportunities

opportunities						
FUNCTION	POSITION	TARGET DATE	COMPLETED DATE	MEASURE	COMMENTS	KPI STATUS
Leadership & Governance	Executive Support Officer	30-Jun-2017		1. Four presentations undertaken	Senior management continue to attend and provide presentations to community groups where requested. Council has proactively sought community groups and organisations to deliver key messaging around the Library Relocation, Civic Centre Upgrade and Broken Hill Living Museum + Perfect Light Project Steering Group, Disability Inclusion Action Plan, and the Heritage Near Me Roadshow. The Community Round Table remains active in information sharing across the City. The Round Table allows the various stakeholders to take information back for greater dissemination across the various parties they represent.	



#### ORDINARY MEETING OF THE COUNCIL

April 13, 2017

#### ITEM 3

#### BROKEN HILL CITY COUNCIL REPORT NO. 65/17

SUBJECT: DRAFT COMMUNITY STRATEGIC PLAN - 2017 REVISION 11/89

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 65/17 dated April 13, 2017, be received.
- 2. That the draft Broken Hill 2033 Community Strategic Plan be adopted.

#### **Executive Summary:**

The Community Strategic Plan is the key Council strategy document from which flow Council directions for the next four years via its Delivery Program and one year Operational Plan.

The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the plan considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the aims and aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

The Community Strategic Plan must be reviewed every four years. Since 2012, each newly elected Council must complete the review by 30 June in the year following the Local Government Elections and roll the planning period forward by at least four years so that it is always a 10 year minimum plan.

#### Report:

Following the Local Government Election in September 2016 Council was required to review the Community Strategic Plan.

In accordance with the adopted Community Engagement Strategy, the following activities were undertaken:

- a series of internal workshops held with staff;
- briefings held with the Executive Leadership Team and Councillors;
- online community survey;
- correspondence to a number of specific stakeholders; and
- a community "Open Day" held.

At its Ordinary meeting of 22 February 2017, Council resolved to place the draft Community Strategic Plan 2033 on public display for 28 days, in accordance with legislation. The public exhibition period closed on 28 March 2017.

During the public display period no submissions were recorded. However, between the time of writing the report and the draft Community Strategic Plan being endorsed for public exhibition the following feedback was received:

#### **KEY DIRECTION 2 – OUR ECONOMY**

CSP#		Comments
2.2.1	Current: Cooperatively engage government, business and community stakeholders in supporting the management of tourism	Participation and collaboration to be considered as an action in
	Suggested: Participate with government, State RTO, local business and the community in developing a collaborative approach to the management and marketing which will attract a greater visitation to Broken Hill	Council's integrated plans. Current strategy recommended.
2.2.2	Current: Utilise a destination-based research program to better inform decision-making  Suggested: Collaborate with relevant partners to institute a destination-based research program to better inform decision-making which includes product development	Collaboration to be considered as an action in Council's integrated plans. Current strategy recommended.
2.2.3	and marketing  Current: Encourage service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism	Also recommended as a change during community consultation. Suggestion recommended.
	Suggested: Encourage service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism	- Caggoonen 1000mmonaca.
2.2.4	Current: Enhance the provision and delivery of authentic visitor products and experiences  Suggested: Encourage the provision and delivery of authentic visitor products and experiences	The suggestion is in accordance with community needs and expectations. Suggestion recommended.
2.2.5	Current: Improve accessibility for visitors to and from Broken Hill  Suggested: Lobby State/Federal Governments and the private sector for improved accessibility for visitors to and from Broken Hill which will improve services for locals	Advocacy is considered as an action in Council's integrated plans to achieve CSP strategy. Current strategy recommended.
2.2.6	Current: Reinforce the established Broken Hill For Real Brand and the Australia's First National Heritage Listed City positioning, to promote Broken Hill as a significant outback destination in Australia  Suggested: Establish and encourage a	Brand established – current strategy to reinforce established Broken Hill For Real Brand. Current strategy recommended.
	consistent destination brand and image that positions Broken Hill as a significant outback destination in Australia.	

2.2.7	Current: Develop a strategic and proactive approach to the development, management and marketing of filming activities	Marketing of conferences and events covered in strategy 2.2.8.
	Suggested: Develop a strategic and proactive approach to the development, management and marketing of conferences, events and filming activities	Current strategy recommended.
NEW	Suggested: A collaboration of all relevant partners to market Broken Hill as the First Heritage Listed City in Australia, which includes monetary contribution. All marketing must have outcomes that meet all parties KPI's	Marketing Broken Hill's First National Heritage Listed City positioning covered in strategy 2.2.6. Further actions to be considered in Council's integrated plans, where KPI's can be reported. New strategy not recommended.
Removed Strategy	<b>Previous:</b> Investigate the development of industry led tourism to drive a robust tourism sector	Previous strategy removed due to ownership being transferred to new regional
	Suggested: Support the development of community led tourism organisation to drive a robust visitor economy	tourism body in 2016. The suggested community involvement is inclusive and aligns with current strategy 2.2.1.

#### **KEY DIRECTION 3 – OUR ENVIRONMENT**

CSP#	Significant Achievements	Comments
Pg 15 Where we are at	Current: Undertake audit of water quality, monitor and report status  Suggested: Essential Water undertakes to provide regular periodic reports to Broken Hill City Council of the treated water quality supplied to Broken Hill	Community Strategic Plan is the community's plan and Council has a custodian role, therefore while key contributors are identified under each Key Direction, it is not considered reasonable to identify individual organisations throughout the document.
		Current strategy recommended.

New strategy not recommended.

#### **Strategic Direction:**

Key Direction: 4 Our Leadership

Objective: 4.1 Openness and Transparency in Decision Making

Function: Leadership and Governance

DP Action: 4.1.1.10 The Integrated Planning and Reporting Framework is

implemented

#### **Relevant Legislation:**

Section 402(5) of the *Local Government Act 1993* states that, "(5) Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years. "

#### **Financial Implications:**

The Community Strategic Plan forms the base document upon which the next four year Delivery and Operational Plans will be budgeted.

Financial implications of adopting the Draft Community Strategic Plan will include advertising costs estimated to be \$300.

#### **Financial Implications:**

The Community Strategic Plan forms the base document upon which the next four year Delivery and Operational Plans will be budgeted.

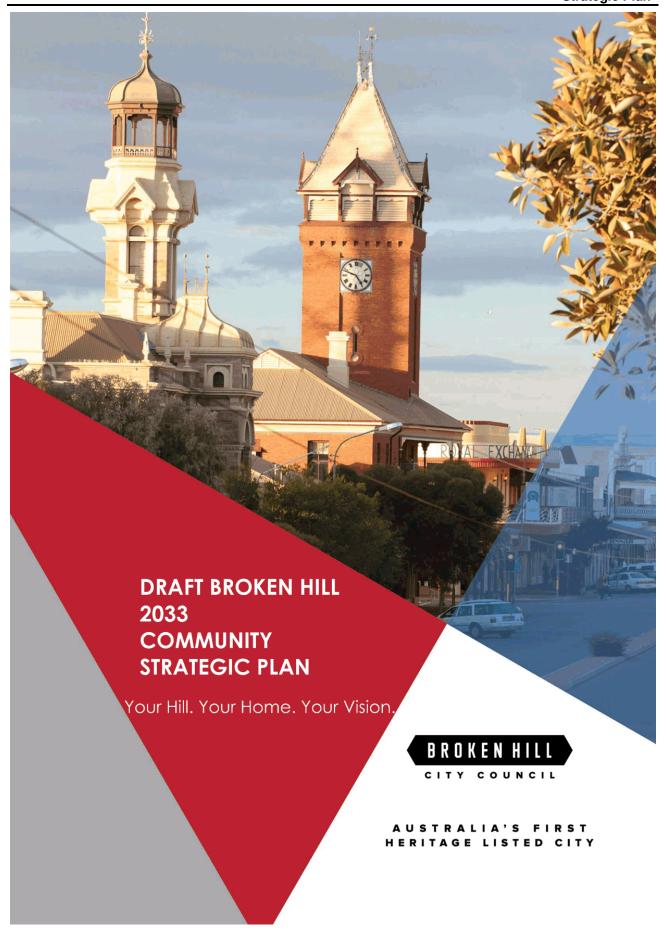
Financial implications of adopting the Draft Community Strategic Plan will include advertising costs estimated to be \$300.

#### **Attachments**

1. Upper Draft Broken Hill 2033 Community Strategic Plan

RAZIJA NU'MAN CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON GENERAL MANAGER





QUALITY CONTROL			
TRIM REFERENCES	D16/53058		
KEY DIRECTION	4. Our Leadership		
OBJECTIVE	4.1 Openness and transparen	cy in decision making	
FUNCTION	Leadership & Governance		
STRATEGY	4.1.3 Decision-makers provide and reporting frameworks	accountability through planning	
RESPONSIBLE OFFICER	General Manager		
REVIEW DATE	2021		
COMPANY	Broken Hill City Council		
PHONE NUMBER	08 8080 3300		
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au		
DATE	ACTION MINUTE NO.		
8 May 2013	Place on Public Exhibition	44318	
19 June 2013	Adopted	44349	
April 2014	Document Revised		
30 April 2014	Place on Public Exhibition	44628	
25 June 2014	Adopted	44687	
February 2017	Document Revised		
22 February 2017	Place on Public Exhibition	45458	
	Adopted		
NOTES	Front Cover Image: Argent Street streetscape, with the Town Hall Façade tower and Post Office clock in the forefront, and Royal Exchange Hotel in the background.		
	Images sourced from Council		
	© Copyright Broken Hill City Council 2017		
PRIVACY STATEMENT	The Broken Hill City Council (Council) is collecting information to inform policy decisions in relation to the preparation of the Broken Hill 2033 Community Strategic Plan and Delivery Program 2017-2021. Personal information received will be used only for that purpose. The Council will receive comments and submissions, as well as collect and store information, in accordance with the <i>Privacy Act</i> 1988 (Commonwealth).		

Draft Broken Hill 2033 Community Strategic Plan

### **ACKNOWLEDGEMENTS**

#### ACKNOWLEDGEMENT OF THE BROKEN HILL CITY COUNCIL ROLE

Broken Hill City Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, but is not wholly responsible for its implementation.

Achieving the goals of this Plan for the future Broken Hill will require joint action by the whole community.

Council has attempted to honestly record and faithfully translate community comments in this document to reflect a balance of the issues raised.

#### **ACKNOWLEDGEMENT OF THE BROKEN HILL COMMUNITY**

A number of community engagement activities have contributed to the contents of this Plan since its inception.

Thank you to all the inspired and responsive members of our community who attended meetings, participated in workshops and forums, completed surveys, and/or logged comments online – your contributions are highly valued.

There are several specific stakeholders who were involved in the development of the original Community Strategic Plan and continue to be important in its revisions and revamps.

Acknowledgement is provided to:

FOUNDATION



























Centrelink	CentaCare	The Salvation Army
NSW Police Force	St Vincent De Paul	Far West Local Health District
National Trust	CBH Resources	Broken Hill Aboriginal Community Working Party
Broken Hill Community Inc	Aboriginal Affairs NSW	Royal Flying Doctor Service

Draft Broken Hill 2033 Community Strategic Plan

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### WHAT IS A COMMUNITY STRATEGIC PLAN?

# **COMMUNITY PLANNING**

Broken Hill 2033 is a long term plan that identifies where, we as a community would like to be in the next 10 years and beyond and what

areas we should focus on to get us there.

### UNITING TOGETHER AS COMMUNITY TO PLAN OUR FUTURE

The Broken Hill 2033 Community Strategic Plan is a document for the whole community that encompasses all aspects of life in the iconic City of Broken Hill and sets a vision for the future.

The Plan acknowledges that not one party alone can make this happen. It takes a partnership to achieve this vision. Government, business and industry, community groups and individuals all have a role to play.

The Plan outlines the social, economic, environmental, governance and leadership directions expressed by the Broken Hill community.

The Community Strategic Plan belongs to all Broken Hill community and land owners and relies on all of us to achieve the outcomes we seek in the future. At the same time Broken Hill City Council has a major responsibility to achieve or facilitate many of the outlined strategies.

In order to measure how successful the community has been in addressing the strategies and achieving the type of community and lifestyle outlined in the Vision, two measures – in the form of key performance measures and community satisfaction with progress - are proposed.

Draft Broken Hill 2033 Community Strategic Plan

#### **Objectives**

Where do we want to be?

#### **Strategies**

How do we achieve this?

#### Measures

How do we know we are heading in the right direction?

#### Contributors

Who has a role to play?

#### **TAKING ACTION**

Our Community Strategic Plan requires and deserves commitment and action from all of our community. Therefore residents, government, business and community groups will all need to work with the Plan and take responsibility for key areas.

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# THE FRAMEWORK

In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW councils.

The Integrated Planning and Reporting Framework require councils to develop a **Community Strategic Plan**, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four year Council **Delivery Program**.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a **Resourcing Strategy** is prepared to address long term asset management,

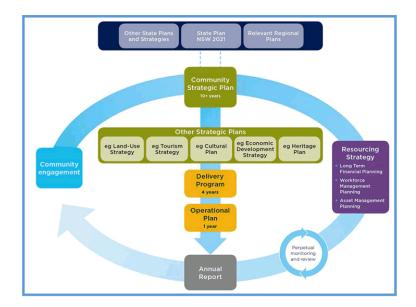
financial management and workforce planning.

The **Operational Plan** is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four yearly review in line with Local Government Elections.

The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time. The Plan was subsequently reviewed after a significant community engagement exercise in 2013.



Draft Broken Hill 2033 Community Strategic Plan

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# DISABILITY INCLUSION ACTION PLANNING

Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our Community.



Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how they live their lives and enjoy the benefits of living and working in our community.

The Disability Inclusion Act 2014 (NSW), was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The Disability Inclusion Act requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP) setting out measures enabling people with a disability to access general support and services and fully participate in the community.

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Developing positive community attitudes and behaviours

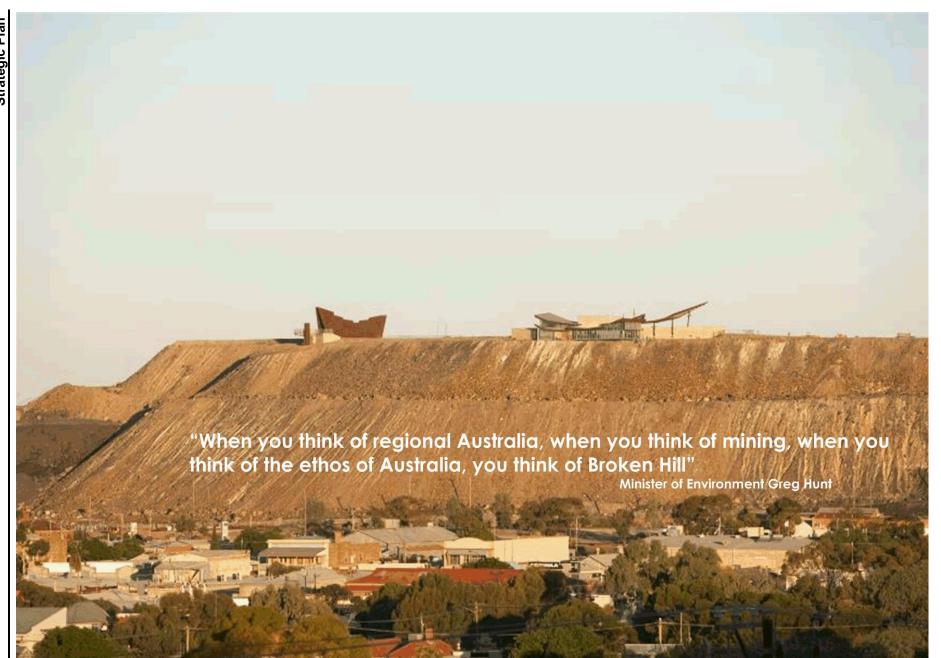
**Creating liveable communities** 

Supporting access to meaningful employment

Improving access to services through better systems and processes

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DRAFT COMMUNITY STRATEGIC PLAN - 2017 REVISION



# YOUR HILL. YOUR HOME. YOUR VISION.

"We are surrounded by the real things in life, magnificent open landscapes, connection to the land, the pure night sky and bona fide characters who aren't afraid to be themselves."

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed for miners in Australia. The city skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2300 million years of geological history. Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.

Draft Broken Hill 2033 Community Strategic Plan

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# YOUR HILL. YOUR HOME. YOUR VISION.

"At Broken Hill we're for real. We believe in real experiences. Real places, real friendships and real values."

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressurecooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as Mad Max 2 and Priscilla: Queen of the Desert gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill begun a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world.

There literally is nowhere quite like it on earth. Most of all......there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken

"We believe in hard work and getting things done. We say what we really think and act on what we really feel. Bullshit, fakes, virtual living and superficiality are our enemies"

Draft Broken Hill 2033 Community Strategic Plan

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# AT A GLANCE

The Broken Hill City Community Profile provides demographic analysis for the City and is the official Broken Hill City population for 2011 - 2015.

For areas within Broken Hill City, the Estimated Resident Population is not an official count but an experimental estimate which is subject to review after the collation of the 2016 Census data. Source: profile.id.com.au

BROKEN HILL	CITY	
Land area		170km <sup>2</sup>
Location	1,100km west of Syd 500km east of	
DEMOGRAPH	IICS	
Estimated Re 2015	sident Population	18,856
Projected po	pulation in 2026	14,777
Female popu	ulation – Census 2011	51.3%
Male popula	tion – Census 2011	48.7%
, 0	s Aboriginal and lander – Census 2011	7.5%
Number of o	ccupied dwellings	8,056
Number of ur	noccupied dwellings	1,558
Average hou	sehold size	2
Proportion of with children	households; couples	20%
Households o	containing only one	34%
OUR ENVIRO	NMENT	
Mean Rain (r	mm)	258.9
Median Rain	(mm)	232.6

OUR ECONOMY	
Gross Regional Product	\$1.01 billion 0.2% of the state
Local jobs	7,455
Employed residents	7,752
Local businesses	983
People working in health care and social assistance	16.2%
People working in retail	13.2%
People working in accommodation and food services	9.7%
2011/2012 total tourism and hospitality sales in the City	\$74.2m, total value added \$33.9m
High income earners	17.9%
Low income earners	18.1%
Full-time employment	62%
Part-time employment	35%
Unemployment rate - 2011	8.3%
Labour force – 2011	50.3%
EDUCATION	
Tertiary Qualification	1,693
Education qualifications – Year 12 or equivalent	21%
Attended educational institution	19%

Draft Broken Hill 2033 Community Strategic Plan

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### WHAT OUR COMMUNITY WANTS

# WHAT YOU SAID

#### THE START OF THE PLAN 2010

The City of Broken Hill has a proud history. The City is in a period of transition – at some stage in the future the mining resources on which the City has prospered will be depleted. Broken Hill is acutely aware of the need to reinvent itself.

At the same time other facilities, attractions and ventures need to be explored and this Community Strategic Plan identifies future opportunities to sustain the City as a vibrant place to live, play, work and invest.

One of the most confronting aspects was the potential future exhaustion of mining resources and the need to focus employment and economic opportunities into other industries.

Our challenge was to actively and seriously address the issues identified during the consultation activities so that the future of our City could be assured.

Some of the issues and challenges were of immediate concern and required action within the first few years, while many related to significant and complex issues which required longer term planning and resolution.

### 2010 CONSULTATION ASPIRATIONS

- A centre for tertiary education
- Clever technology
- A transport hub
- Integration in the population
- Increased population
- Increased job opportunities
- · A cleaner and greener City
- Reliable and affordable water and electricity
- Increased social investment in environment and community by the mining sector
- Improved recycling programs
- Harness existing resources
- Brand Broken Hill to attract investment
- Investment in education and training for youth and the elderly
- Youth patrol
- Heightened cooperation between Indigenous and non-Indigenous
- Increased Indigenous home ownership
- Reduction in vandalism
- Encourage volunteering
- Financial stability and security

Draft Broken Hill 2033 Community Strategic Plan

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### THE REVIEWS

This is a long term plan, however as we live in a changing world we must ensure our plan stays relevant. As changes occur in our community we may have to adjust our strategies in order to meet our overall vision.

This is why we refer to our Community Strategic Plan as a living document.

#### **2013 REVIEW**

During April 2013, the community consultation identified additional priorities to those in the then existing Broken Hill 2030.

New priorities included:

- One community, one plan: Involvement of Government and Non-Government Departments in its facilitation and success.
- Council to play a greater advocacy/lobbyist role.
- Provision and retention of facilities and opportunities for youth.
- Management of health impacts associated with environmental lead.

### HIGHEST PRIORITY ISSUES - For The Next 10 Years

(Listed in priority order)

- Sustainable Economy
- Roads Maintenance
- Health, Community and Recreation Facilities
- Population Growth
- Training and Education
- Tourism
- Sense of Community
- Trees, Parks and Open Spaces
- Airport Redevelopment
- Transport

The plan was developed based on the issues, challenges, opportunities and priorities identified by the community and relevant plans.

Draft Broken Hill 2033 Community Strategic Plan

All feedback received as a result of the consultation was analysed within the context of the existing Plan and amended to incorporate the community's feedback and new priorities.

#### **2014 REVIEW**

While it is anticipated the document will be reviewed every four years, the 2014 revision was deemed necessary to strengthen the Plan by further developing the goals and actions of the Key Directions.

The 2014 revision focused on integrating other important activities and planning that had previously been undertaken in Broken Hill. This included the Broken Hill branding consultation and development as well other strategies and plans currently in place. Extensive information and research was undertaken to refine, inform and align the Plan.

Overall there had been significant community consultation between 2011 and 2013 where strong input was provided through a variety of activities and events. During the process of the 2014 review, the results of this consultation continued to inform this plan. Given the "freshness" of this consultation, further extensive engagement did not occur for the 2014 revision.

In reviewing the Plan, one of the main changes made to the document was the removal of the "Our Services" Key Direction. It was decided that this was more about what we were doing rather than what we were trying to achieve. As such, the strategies within this Key Direction were moved to one of the four others based upon the underlying outcomes being Community, Environmental, Economic and Leadership.

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Other goals and strategies throughout the document may have been worded a little differently; however the overall goals and strategies remained consistent with the aspirations of the 2013 review.

#### **2017 REVIEW**

There have been significant events and changes to the community and to Council since the 2014 review of the Community Strategic Plan. As a result of changes, it is always important to revisit where we are at and refocus on what is important and where we want to be.

Some of these most significant events and changes in local government, the community and the region are listed.

# COUNCIL – Local Government Area

- Major organisation restructure
- \$5M upgrade to the Broken Hill Civic Centre
- First National Heritage City Listing
- \$5.7M donation from BHP Billiton Foundation
- Sale of Broken Hill Film Studios
- Transition from direct Community Services delivery
- Sale of Shorty O'Neil Village
- Transition of Council's aged and disabled care services to specialist provider Care West
- New legislation, the Disability Inclusion Act 2014 (NSW)
- Proposed Transfer Station –
   Waste Management Facility

The events and changes since the 2014 review have resulted in minor word changes to 22 strategies and the inclusion of four new strategies in the plan.

The changes have been made to ensure that the community's vision and aspirations in the Community Strategic Plan remain current and relevant.

The 2017 review commenced in late 2016 following the Broken Hill Council Elections and began with a series of key staff workshops and executive leadership and

Draft Broken Hill 2033 Community Strategic Plan

### COMMUNITY – and Region

- Broken Heel Festival
- Healthy Broken Hill
- \$500M Wind Farm
- Solar Farm
- \$5M Broken Hill Lead Program
- \$18M Community Health and Dental Health Centre
- \$500M Pipeline Project
- Old North Mine Re-Opening
- Silver City Highway Tibooburra Road sealing
- RFDS New Hangar, Office all weather access
- YMCA Upgrade
- Far West Business Enterprise Centre initiative

councillor briefings; with the focus on reviewing the strategies within the plan against the identified changes and events that had occurred in the City.

These proposed changes formed the basis of Council's community engagement activities. Council engaged and sought feedback from the community on the proposed changes to the plan by consultation through established channels such as the Community Strategic Plan Round Table Committee and other stakeholders previously involved in the development of the Plan. A broader engagement to the whole of the community was carried out through an online survey and 'Have Your Say' Open Day.

The survey received 74 responses and 68 community members attended the Open Day. The feedback and results from all activities undertaken highly indicated that the community were in favour of the proposed changes.

Key community feedback concerns were; support for the protection of the Menindee Lakes and Darling River; the City's appearance and the community's desire for improved communication in 'plain English'.

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### WHERE WE ARE AT

Since 2010 a number of significant achievements have been made. The community's progress on the plan is set out below:

#### **KEY DIRECTION 1: OUR COMMUNITY**

- Midnight Basketball Program
- Completion of Broken Hill Regional Aquatic Centre
- Annual Community Services Forum
- Redevelopment of North Family Play Centre
- Redevelopment of Gasworks
- Announcement YMCA Upgrades
- Broken Heel Festival

- Introduction of Off Leash Dog Areas
- Increased visitation to Broken Hill Regional Art Gallery
- New amenities at Sturt Park, Duff Street Park, AJ Keast Park and Apex Park
- Development of City cycleway
- Healthy Broken Hill Program

#### **KEY DIRECTION 2: OUR ECONOMY**

- Increased mining exploration
- Announcement of Broken Hill as a Federal Government Solar Flagship Project Site
- Announcement of First Heritage City Listing
- \$500m Wind Farm Project
- Mining the Sun slogan

- New air services between Broken Hill and Melbourne (via Mildura)
- Development and implementation of "For Real" Broken Hill Brand Strategy
- \$5.7M BHP Billiton Donation
- \$5M Civic Centre Upgrades
- Old North Mine re-opening
- Solar Farm development

#### **KEY DIRECTION 3: OUR ENVIRONMENT**

- Community education campaign on water sustainability
- Undertake audit of water quality and monitor and report status
- Free TV Recycling Program
- Waste Facility Weighbridge installation
- Community Recycling Centre
- Waste education workshops in Primary Schools
- Living Desert link road and consolidated entry established
- Developed community-wide recycling strategy
- \$5M Broken Hill Lead Program
- \$500M Pipeline Announcement

#### **KEY DIRECTION 4: OUR LEADERSHIP**

- Continued extensive community engagement
- Improved communication methods
- Improved customer service experience delivery methods
- Significant reduction in debt
- Grant funding submissions for various projects
- Levels of Service Review
- Far West Business Enterprise Centre initiative

Draft Broken Hill 2033 Community Strategic Plan

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### COMMUNITY AND STAKEHOLDER ENGAGEMENT

A number of community engagement activities have been undertaken to inform the contents of this plan.

The consultation activities allowed for the community to identify a number of significant and important issues confronting the City.

The most recent significant community consultation and engagement undertaken to inform this Plan was in 2013. During this consultation a variety of engagement techniques and activities were held to encourage high participation by the local community.

The following provides a summary of the consultation during April 2013.

Formal correspondence was forwarded to all Primary School Principals asking for students to contribute to the Community Strategic Plan by answering the following questions:

- What is your favourite thing to do in Broken Hill?
- What would you like to see in Broken Hill in the Future?

A total of 233 responses were received and displayed at the Civic Centre during Think Tank Thursday.



Further to the above listed consultation methods a 10 question survey was developed considering the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve aims and aspirations. 122 community members responded to this survey.

<u>EVENT</u>	<b>ATTENDANCE</b>
Summit for Community Stakeholders	44
Youth Forum	30
Outdoor Council employees	67
Administration Council employees	47
Community Sausage Sizzle	50
Think Tank Thursday Civic Centre Open Day	10
Think Tank Thursday city 'Pop-ups'	300
• Airport	
Hospital	
Plaza     Skata Bauk	
<ul><li>Skate Park</li><li>HACC</li></ul>	
Town Square	
Bells Milk Bar	
Aquatic Centre	

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### 2011 COMMUNITY BRANDING ENGAGEMENT

The Community Strategic Planning process in 2010 identified the need to understand the true identity of the City. The development of a Brand Strategy became an action in Broken Hill's first Community Strategic Plan in 2010.

The process involved significant and extensive community consultation as well as interviews with leaders in key driving segments of community and economic development for the City. Consultation included Council and community workshops, reference groups and online feedback opportunities.

Understanding the needs and attitudes of the local community and key stakeholders was an important element in developing the Broken Hill brand. The branding process was one of discovery for many, with a concentration on what we value and what we should be recognised for as a community.

BROKEN HILL

In 2011, the FOR REAL branding was launched and unites the community through its symbolism of Broken Hill's history, values and attributes.

#### OTHER CONSULTATION

A number of specific planning documents for Broken Hill and the Far West have been used to inform this Plan.

It should be noted that the authors of those plans have also undertaken a variety of community consultative activities prior to finalisation.

These plans include but are not limited to:

- Regional Development Far West NSW Regional Plan 2012-2022
- Broken Hill Strategic Tourism Plan 2010-2020
- Far West Regional Action Plan NSW 2021
- Safer Broken Hill Community Safety and Crime Prevention Plan – 2013-2017
- Levels of Service community engagement - 2015

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### **COMMUNITY VISION**

"Broken Hill will be a self-reliant, strong regional community with services and facilities to support an active, vibrant residential population, valuing and sharing the region's unique natural and built environment with regional, national and international visitors....."

### **KEY DIRECTIONS**

The Community Strategic Plan has four key directions, which detail the objectives with community focussed outcomes for each of the objectives.

#### **OUR COMMUNITY**

We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle.

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

#### **OUR ECONOMY**

We are accustomed to tackling our problems for real; our willingness to create change and diversify makes us resilient, securing our long term economic prosperity and paving the way for other communities to follow.

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

#### **OUR ENVIRONMENT**

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community.

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

#### **OUR LEADERSHIP**

We have strong civic and community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history.

Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill

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### **COMMUNITY VALUES**

### WHAT WE BELIEVE IN

#### **AWE-INSPIRING**

#### Beautiful. Impressive. Moving. Amazing. Magnificent.

"The magnificence of the place is deeply touching – beautiful vistas that seem to last forever, stunning heritage streetscapes, the amazing light and rich Aboriginal heritage. Then there's the Line of Lode itself, and the stunning crystals that came out of it. Plus there's the people whose stories and ongoing positivity simply amaze. It inspires you to the core."

#### **OPEN**

#### Clear. Limitless. Free. Accessible. Approachable.

"The openness of our landscape is an invitation to strip away protective layers and see with clarity. Limitless landscapes create a sense of freedom and unrestricted potential. The feeling of welcome abounds."

#### **ORIGINAL**

#### Eccentric. Nostalgic. Unique. Creative. Pioneering.

"Our circumstances of being an isolated place surrounded by expansive beauty have produced a uniqueness that can't be matched. We are compelled to create and express our individuality and eccentricities. We pave the way for others to follow. We honour our heritage and keep it alive and relevant. Our strong sense of identity is a skill for this century."

#### **HUMANITY**

#### Caring. Funny. Honest. Supportive. Mateship.

"Here we are constantly reminded of the very best of what makes us human – caring for others, supporting those in need and being honest to each other and ourselves. We use humour to bring us back down to earth and forge deep bonds of friendship. There is a fire in our belly and a twinkle in our eye."

#### **FEARLESS**

#### Resilient. Wise. Determined. Bold. Resourceful.

"If we need to get something done, we do it – with no BS attached. No-one can tell us what to do or how to do it. We use whatever we can get our hands on to make it happen. There's no choice but to get on with it. We know exactly who we are, what we want and how to get it. Our bravery and confidence makes those around us feel safe."

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### **GUIDING PRINCIPLES**

The Broken Hill 2033 Community Strategic Plan is underpinned by the following guiding principles.

#### **OPEN AND EMBRACING**

The Community Strategic Plan is committed to ensuring equitable and inclusive decision-making, actions and opportunities. All residents are provided the opportunity to participate in decisions that affect their lives.

#### **ETHICAL**

The Community Strategic Planning process is committed to ensuring that decision-making is fair and focuses on reaching agreement. It will look to involve the whole community so that concerns are understood and considered. Reporting on the Community Strategic Plan will be accountable and transparent and readily available to all residents.

#### **COLLABORATIVE**

The Community Strategic Plan is committed to enhancing partnerships and acknowledging that everyone has a role to play in achieving the future we desire. We are stronger if we work together to meet our challenges and embrace our opportunities as we work towards a common and sustainable future.

#### **ENDURING**

The Community Strategic Planning process will recognise our actions today have an impact on future generations. We will consider the needs of current and future generations and will ensure that services are prioritised according to whole of community needs and adequately resourced.

#### **USEFUL**

The Community Strategic Plan will clearly outline the direction for all in a user friendly, easy to read format that includes relevant information for the local community and stakeholders.

#### **INFORMED**

The Community Strategic Plan considers a range of information sources such as legislation, industry research, and community and stakeholder issues.

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# WHAT MUST BE DONE TO ACHIEVE OUR VISION

In Broken Hill our people are our greatest asset. We are resilient and believe in hard work, getting things done and uniting to make a difference.



"Sense of Community" was identified by our residents as being amongst the most important areas of priority for Broken Hill. A sense of community represents a sense of belonging and identity. It requires personal investment and shared influence, participation and commitment.

Broken Hill is full of genuine people with genuine values and this was captured through the adoption of the FOR REAL branding, which is how we represent our City.

The people of Broken Hill are champions of what's true, right, sincere, solid, tangible,

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unaffected, genuine, meaningful and authentic. We are like the Hero – where there's a will there's a way. We value being open, original, fearless, human and awe-inspiring.

We know our isolation is as much a strength as it is a weakness, but it delivers a dose of reality - if we need to get something done we just do it. This creates a real sense of who we are, in an age where individuality and technology is vastly affecting the fabric of other communities and how they interact to solve their problems.

Broken Hill has an inclusiveness not easily found elsewhere. Our rich mining heritage has brought people from all over the world, yet together they have combined to influence a nation. Their stories are heroic, inventive and bold. There is still a shared commitment amongst us to make Broken Hill a place that will continue to survive and thrive in the desert. We warmly welcome people from away and they take treasured memories with them.

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

The tables below provide objectives to help us meet the overall goal for "Our Community" which contributes to the communities combined vision for the future. Under each objective we show strategies to allow us to meet our goals along with measurements to help us ensure we are on the right path.

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#### **OBJECTIVE 1.1 – PEOPLE IN OUR COMMUNITY ARE IN SAFE HANDS**

#### How do we achieve this?

CSP#	Strategy
1.1.1	Increase community awareness of safer community initiatives
1.1.2	Promote a whole of community approach aimed at reducing preventable crime and nuisance within the city
1.1.3	Strengthen and encourage partnerships that promote a coordinated approach to community safety
1.1.4	Provide protection from natural and technological disasters

How do we know we are heading in the right direction?

now do we know we are negating in the right direction?				
Indicator	Measures	Direction		
How safe do we feel in our neighbourhood?	Perception of safety in the City Source: Community Safety Survey	Increase in perception of safety in the City		
	Perception of crime or public nuisance Source: Community Safety Survey	Decrease in perception of problems with crime and public nuisance		
	Perception of neighbourhood trust Source: Community Safety Survey	Increase in the number of residents who feel safe at home		
Is reported crime decreasing?	Recorded offences for break and enter Source: NSW Bureau of Crime Statistics and Research	Decrease in recorded offences for break and enter		
	Recorded offences for assault Source: NSW Bureau of Crime Statistics and Research	Decrease in recorded offences for assault		
	Recorded offences for malicious damage Source: NSW Bureau of Crime Statistics and Research	Decrease in recorded offences for malicious damage		

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	<b>√</b>	<b>✓</b>	<b>√</b>
Business and business groups		✓	<b>✓</b>
Community members and groups		<b>✓</b>	<b>√</b>
NSW Department of Education	✓	✓	<b>✓</b>
NSW Department of Family and Community Services	<b>√</b>		<b>√</b>
NSW Department of Justice	✓	✓	<b>√</b>
NSW Department of Premier and Cabinet		✓	
Non Government Agencies		<b>√</b>	<b>√</b>
NSW Police Force (Barrier Command)	✓	<b>√</b>	<b>√</b>
Liquor and Gaming NSW		✓	<b>√</b>

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#### **OBJECTIVE 1.2 – OUR COMMUNITY WORKS TOGETHER**

#### How do we achieve this?

CSP#	Strategy
1.2.1	Develop, implement, support and promote initiatives to celebrate the achievements within the community
1.2.2	Encourage volunteering and create initiatives to support and promote the strong volunteer base currently engaged in Broken Hill
1.2.3	Develop relationships to address local issues and create opportunities
1.2.4	Openly share information to allow participation and inclusion
1.2.5	Promote the coordination of services and facilities where possible to ensure effective and efficient service delivery
1.2.6	Develop, implement and evaluate strategies to address the impact of a changing population on local facilities and services
1.2.7	Provide access to appropriate facilities, services and information based on community needs

How do we know we are heading in the right direction?

Indicator	Measures	Direction
Are we celebrating achievements?	Recognition activities undertaken	All significant achievements are recognised
Are we maintaining a strong volunteer base?	Volunteer numbers Source: ABS Census statistics	Increase or maintain volunteer numbers
Are we working together on local issues?	Involvement from stakeholders in activities addressing the Community Strategic Plan strategies	Increase in the number of active stakeholders working towards community goals
Are we aware of activities, events, decisions and opportunities to allow	Participation in activities and events Source: Community Survey	Increase in participation at activities and events
participation?	Participation in decisions- making affecting the community Source: Community Survey	Increase in opportunity for community to have their say

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	<b>√</b>
Business and business groups		✓	
Community members and groups		✓	<b>√</b>
Mining and Industry		✓	<b>√</b>
NSW Department of Premier and Cabinet		✓	<b>√</b>
Federal Government Agencies	✓	✓	<b>√</b>
Non Government Agencies		<b>✓</b>	<b>√</b>
NSW Department of Education	<b>√</b>	✓	<b>√</b>
State Government Agencies	✓	<b>√</b>	<b>√</b>

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# OBJECTIVE 1.3 – OUR HISTORY, CULTURE AND DIVERSITY IS EMBRACED AND CELEBRATED

#### How do we achieve this?

CSP#	Strategy
1.3.1	Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity
1.3.2	Increase our capacity to plan and conduct public events in Broken Hill
1.3.3	Ensure our residents and visitors are aware of the importance of Broken Hill in Australian History and as Australia's First Heritage Listed City
1.3.4	Provide cultural services and facilities that celebrate our rich history
1.3.5	Sustain and grow arts and culture and preserve the importance of our social capital, built heritage and history

How do we know we are heading in the right direction?

Indicator	Measures	Direction
Do people know about cultural and community events?	Number of events listed on events calendar Source: data collected	Increase in visitation to website containing events calendar
Are events being held?	Number of events Source: Data collected	Increase in number of events
Do our residents and visitors know about the history of Broken Hill?	Community knowledge and appreciation of local history Source: Community Survey	Increase in community knowledge of local history
How often do we attend arts, cultural and creative activities?	Attendance to arts and cultural activities Source: Community Survey	Increase in attendance to arts related activities
	Participation in arts and related activities Source: Community Survey	Increase in participation in arts and related activities

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Australian Council for the Arts	✓	✓	<b>√</b>
Broken Hill City Council	<b>√</b>	<b>√</b>	<b>√</b>
Business and business groups	✓	<b>√</b>	<b>✓</b>
Community members and groups	<b>√</b>	<b>√</b>	<b>✓</b>
NSW Department of Education	<b>√</b>	<b>√</b>	<b>√</b>
NSW Planning and Environment	<b>√</b>	<b>✓</b>	<b>✓</b>
Department of Families and Community Services		<b>√</b>	<b>✓</b>
Mining and Industry		<b>√</b>	<b>✓</b>
Non Government Agencies	<b>√</b>	<b>√</b>	✓
NSW Office of Environment & Heritage	✓	✓	<b>✓</b>
NSW Department of Family and Community	✓	<b>√</b>	✓
Services			
Aboriginal Affairs NSW	<b>√</b>	<b>√</b>	<b>√</b>
Regional Development Australia	<b>√</b>	<b>√</b>	<b>√</b>
West Darling Arts	✓	<b>√</b>	<b>√</b>

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### OBJECTIVE 1.4 – OUR BUILT ENVIRONMENT SUPPORTS OUR QUALITY OF LIFE

#### How do we achieve this?

CSP#	Strategy
1.4.1	Maintain the character of our historic City through good design
1.4.2	Social and recreational opportunities are provided for the enjoyment of all
1.4.3	Our heritage is maintained and enhanced by initiatives to increase heritage value
1.4.4	Improve the quality of roads in and around the City and region
1.4.5	Develop, implement and evaluate strategies to address the impact of a changing population on local facilities and services

How do we know we are heading in the right direction?

Indicator	Measures	Direction
Do we value the built heritage of our City?	Number of heritage related building projects undertaken Source: data collected	Increase in number of heritage related building projects
How do we spend our free time and are we satisfied with the facilities provided?	Visitation to leisure venues Source: Community Survey	Increase in visitation to leisure and sporting events and venues
Implementation of Disability Inclusion Action Planning	Strategies implemented	Increase inclusion and accessibility
Do we feel safe when travelling around the City?	Satisfaction with transport infrastructure Source: Community Survey	Increase in satisfaction with local transport infrastructure
Do we feel confident that we can adapt to the changing population?	Perception of impacts on quality of life due to predicted population change Source: Community Survey	Increase in confidence in the sustainability of quality of life in the City

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	<b>✓</b>	<b>✓</b>
Business and business groups		✓	✓
Community members and groups		<b>✓</b>	<b>√</b>
NSW Planning and Environment	✓	✓	✓
Mining and Industry		✓	<b>√</b>
NSW Office of Environment & Heritage	✓	✓	<b>√</b>
NSW Department of Premier and Cabinet		✓	✓
Non Government Agencies		✓	<b>√</b>
NSW Roads & Maritime Services	<b>√</b>	✓	<b>√</b>
NSW Department of Family and Community Services		<b>√</b>	<b></b>

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# OBJECTIVE 1.5 – OUR HEALTH AND WELLBEING ENSURES THAT WE LIVE LIFE TO THE FULL

#### How do we achieve this?

CSP#	Strategy
1.5.1	Create opportunities for people to participate in active and healthy recreational activities
1.5.2	Provide quality health, medical and allied services to meet demographic changes, particularly 24-hour medical services, specialist services, mental health support services and rehabilitation services
1.5.3	Provide a suitable range of disability and aged care services
1.5.4	Provide equitable and appropriate access to public transport within Broken Hill City and regionally
1.5.5	Provide and maintain efficient and reliable utilities and services to the Broken Hill community
1.5.6	Provide our children with equitable access to a range of opportunities
1.5.7	Encourage cycling and walking, through use of accessible safe tracks and paths

#### How do we know we are heading in the right direction?

Indicator	Measures	Direction
Is our community healthy?	Regularity of physical activity of residents Source: Community Survey	Increase in residents undertaking daily or weekly physical activity, and decrease in residents that do not do any physical activity
	Participation in fitness and sporting activities Source: Community Survey	Increase in proportion of residents that participate in any fitness or sporting activity
	Residents reported health status Source: Community Survey	Increase in residents health status compared with prior reporting period
Are we able to access appropriate medical treatment?	Residents reported access to medical services Source: Community Survey	Increased satisfaction in relation to accessibility to medical services
Are there services available to support the needs of aged and disabled residents?	Availability of aged care accommodation Source: data collection	Reduced waiting lists for aged accommodation
	Satisfaction with aged care packages Source: Community Survey	Increased satisfaction with aged care packages supporting independent aged living

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	<b>√</b>	✓	<b>√</b>
Business and business groups		<b>√</b>	<b>√</b>
Community members and groups		<b>√</b>	<b>√</b>
NSW Department of Education	<b>✓</b>		<b>✓</b>
NSW Department of Family and Community Services	<b>√</b>	<b>√</b>	<b>√</b>
NSW Department of Premier and Cabinet		✓	<b>√</b>
NSW Ministry of Health	✓	<b>√</b>	<b>√</b>
Maari Ma Health	✓	✓	<b>✓</b>
Far West Local Health District	✓		<b>√</b>
Broken Hill City Youth Council		<b>√</b>	<b>√</b>
Non Government Agencies		✓	<b>√</b>
Non Government Education and Care Providers	✓	<b>√</b>	<b>√</b>

#### **IDEAS TO MAKE IT HAPPEN**

Get to know your neighbours

Participate in community events

Utilise public spaces

Observe the speed limit especially in local neighbourhood streets

Walk or ride around your local neighbourhood

**Promote inclusion** 

Support local events and festivals

As a community celebrate our successes

Learn about our local history

Join a community group

Become a volunteer

Attend/support cultural venues, events and activities

Develop leadership skills in young people

Keep your neighbourhood tidy

Get involved in sporting and recreational activities

Become an organ donor

Advocate to improve your community

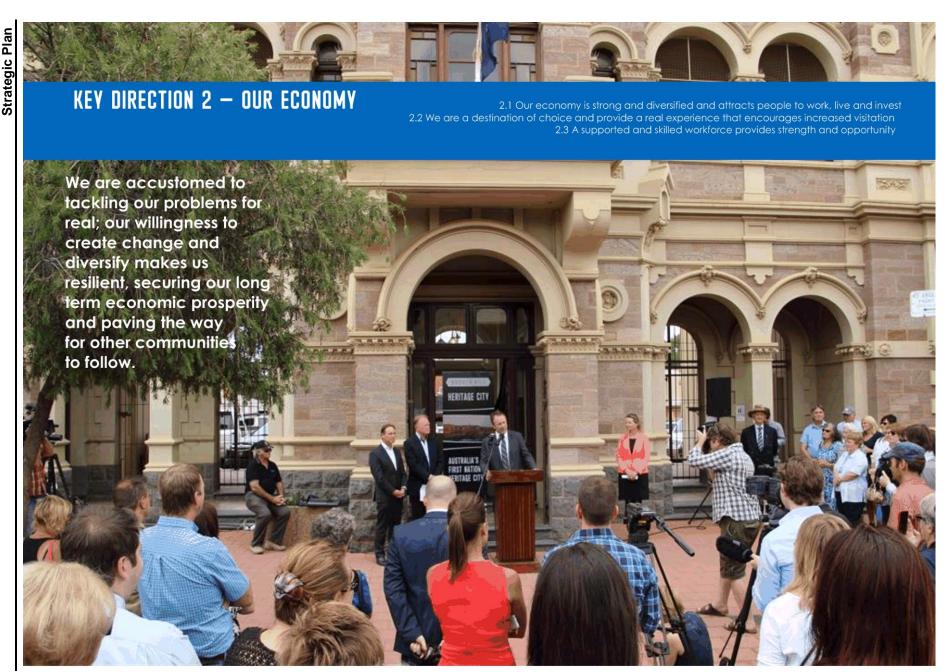
Become a mentor

Share your local memories with others

**Embrace creativity** 

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# WHAT MUST BE DONE TO ACHIEVE OUR VISION

Broken Hill was named the First National Heritage Listed City on 20 January, 2015.

Broken Hill is a leader in remote community resilience; where the community unite to tackle problems and a global perspective is applied to deliver broad prospects for economic participation.

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013 community consultative process, further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

The emphasis our community has given towards a sustainable economy recognises the imperative to innovate, problem solve and create new opportunity in order to remain relevant in a global environment that is marked by rapid social and technological change.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. Now the

local community is not the only source market for our goods and services and we all see the clear need for digital communications to connect Broken Hill to the world and enable us to fully capitalise on the opportunities that this infrastructure creates.

In order to reduce our reliance on the mining industry, the community identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today. This means building on existing economic platforms, like art, culture and tourism, and building on new opportunities such as technology, renewable energies and education.

Not only must we seek prospects for new business investment, we must also encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunity.

Broken Hill has history of resilience and getting things done. It is a leader in remote community revitalisation and as end-of-mine life becomes a reality on the horizon, we collectively recognise the need to work in collaboration, look 'outside the box' and break new ground in order to assure our sustainable future.

The tables below provide objectives to help us meet the overall goal for "Our Economy" which contributes to the communities combined vision for the future. Under each objective we show strategies to allow us to meet our goals along with measurements to help us ensure we are on the right path.

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# OBJECTIVE 2.1 – OUR ECONOMY IS STRONG AND DIVERSIFIED AND ATTRACTS PEOPLE TO WORK, LIVE AND INVEST

#### How do we achieve this?

CSP#	Strategy
2.1.1	Create greater collaboration and strategic planning capacity with a view to identifying opportunities to increase economic activity and retention of residents
2.1.2	Develop and implement strategies and partnerships to support established businesses and services, and encourage new investment opportunities within the region
2.1.3	Investigate transport hub options for Broken Hill and surrounds to drive and support economic activity
2.1.4	Increase economic opportunities by activating public spaces
2.1.5	Manage and develop public infrastructure to enhance economic opportunities
2.1.6	Enhance digital communications capacity for the City
2.1.7	Pursue new ideas and approaches for business and industry investment including creative industries, renewable energy and technology related projects
2.1.8	Promote attraction and retention for residency in our City

#### How do we know we are heading in the right direction?

Indicator	Measures	Direction
Are we attracting new investment?	Number of jobs by industry in Broken Hill Source: ABS data	Increase in local employment and greater diversification of industry sectors
How is our population changing and are we minimising projected decline?	Net change and growth in estimated resident population Source: ABS data	Greater resident population compared to projections
Do we have access to technology that provides business opportunity?	Satisfaction with internet availability and speed Source: Community Survey	Increased satisfaction with internet quality and speed
How many unoccupied dwellings do we have?	Number of unoccupied dwellings Source: ABS data	Decrease in number of unoccupied dwellings
What is the value of our local economy?	Gross regional product Broken Hill	Local GDP maintained or increased
	Value and percentage contribution of industry sectors	Increase in diversification
How do the workers and residents contribute to local economic productivity?	Worker productivity by industry sector	To be developed

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	✓
Foundation Broken Hill	$\checkmark$	✓	✓
Broken Hill Chamber of Commerce	✓	✓	✓
Business and business groups	✓	✓	✓
Community members and groups		✓	✓
NSW Office of Environment and Heritage		✓	✓
NSW Department of Industry		✓	✓
NSW Department of Planning and Environment		<b>√</b>	<b>√</b>
NSW Department of Premier and Cabinet		✓	✓
NSW Department of Community and Family Services		<b>√</b>	<b>√</b>
Non Government Agencies		✓	✓
Regional Development Australia	✓	✓	✓
Politicians		✓	<b>√</b>

# OBJECTIVE 2.2 – WE ARE A DESTINATION OF CHOICE AND PROVIDE A REAL EXPERIENCE THAT ENCOURAGES INCREASED VISITATION

#### How do we achieve this?

CSP#	Strategy	
2.2.1	Cooperatively engage government, business and community stakeholders in supporting the management of tourism	
2.2.2	Utilise a destination-based research program to better inform decision-making	
2.2.3	Encourage service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism	
2.2.4	Encourage the provision and delivery of authentic visitor products and experiences	
2.2.5	Improve accessibility for visitors to and from Broken Hill	
2.2.6	Reinforce the established Broken Hill For Real Brand and the Australia's First National Heritage Listed City positioning, to promote Broken Hill as a significant outback destination in Australia	
2.2.7	Develop a strategic and proactive approach to the development, management and marketing of filming activities	
2.2.8	Continue with a proactive approach to the development, management and marketing of meetings, incentives, conferences and events (MICE)	

#### How do we know we are heading in the right direction?

Indicator	Measures	Direction
How many tourists have visited and how long did they stay?	Number of overnight visitors Source: Tourism Research Australia	Increase in overnight visitors
	Number of visitor nights Source: Tourism Research Australia	Increase in visitor nights
How much did our visitors spend?	\$ per night spend	Increase in estimated \$ per night spend
How many conferences were held in the City?	Number of conference events Source: data collected	Increase in number of conferences held in the City
Are our target audiences aware of us?	Number of visits/hits to marketing promotions Source: data collected	Targets of marketing campaigns met
How is tourism contributing to our local economy?	Value added to the economy through tourism Source: Economic Online data	Increase in value added through tourism

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	<b>√</b>	<b>√</b>
Foundation Broken Hill	✓	<b>√</b>	<b>√</b>
Broken Hill Chamber of Commerce	✓	<b>√</b>	<b>√</b>
Business and business groups	✓	✓	✓
Destination NSW	✓	<b>√</b>	✓
Community members and groups		✓	✓
Inland Tourism	✓	✓	✓
NSW Office of Environment and Heritage		<b>√</b>	✓
NSW Department of Industry		<b>√</b>	<b>√</b>
NSW Department of Planning and Environment		✓	✓
NSW Department of Premier and Cabinet		<b>√</b>	✓
NSW Department of Family and Community		<b>√</b>	✓
Services			
Non Government Agencies		<b>√</b>	✓
Regional Development Australia	✓	<b>√</b>	✓
Politicians		<b>√</b>	✓

# OBJECTIVE 2.3 – A SUPPORTED AND SKILLED WORKFORCE PROVIDES STRENGTH AND OPPORTUNITY

#### How do we achieve this?

CSP#	Strategy
2.3.1	Gain a greater understanding about skills gaps in Broken Hill that are important to both social inclusion as well as industry needs
2.3.2	Identify and develop partnership opportunities with education and training service providers to increase participation
2.3.3	Target skills development amongst Indigenous and non-Indigenous disadvantaged people to increase employment potential and participation
2.3.4	Consider strategies and opportunities to overcome issues relating to accessing education and training providers and facilities locally

How do we know we are heading in the right direction?

Indicator	Measures	Direction
What are the levels of high school completion at Broken Hill?	Full time high school retention rate for years 10–12 Source: NSW Department of Education	Year 12 high school retention rate above state average
	Year 9 NAPLAN results Source: Australian Curriculum, Assessment and Reporting Authority	Improve Yr 9 NAPLAN results for reading and numeracy
How many of our residents are participating in higher education, traineeships and	Participation in higher education Source: ABS stats	Increase in higher education participation
apprenticeships?	Participation in traineeships and apprenticeships Source: NSW Department of Education	Increase in new entrant trainees and apprentices
Are our minority groups provided employment opportunities?	% employment for minority groups	% employment increase

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	✓
Foundation Broken Hill	✓	✓	<b>✓</b>
Broken Hill Chamber of Commerce	✓	✓	✓
Business and business groups	✓	✓	<b>√</b>
Community members and groups		<b>✓</b>	<b>✓</b>
NSW Department of Education	✓	✓	<b>√</b>
NSW Department of Premier and Cabinet		✓	<b>√</b>
NSW Office of Communities		✓	✓
Non Government Agencies		✓	✓
Regional Development Australia	✓	✓	<b>√</b>
Politicians		✓	✓

Draft Broken Hill 2033 Community Strategic Plan

#### **IDEAS TO MAKE IT HAPPEN**

**Buy Local** 

Promote local business and industry

Encourage others to support local business and industry

Tell others how great Broken Hill is and encourage them to visit or work

**Employ local people** 

Join local business groups

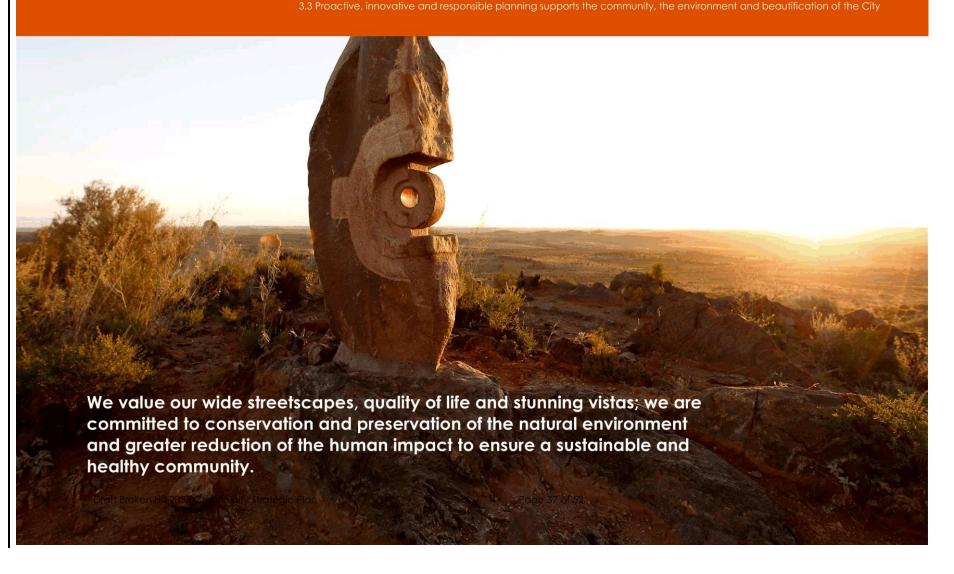
Set up new business

**Undertake further education** 

## KEY DIRECTION 3 - OUR ENVIRONMENT

3.1. Our environmental footprint is minimised Natural flora and fauna environments are enhanced and protected arts the community, the environment and beautification of the City

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# WHAT MUST BE DONE TO ACHIEVE OUR VISION

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time we value the natural environment, using it for our social and economic gain but human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges for our community are similar to those of people across the world as sustainability is given greater focus and importance for our future generations.

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

Participants in *Broken Hill* 2033 consultation activities expressed a number of significant aspirations for the future which have been incorporated in the tables below.

The tables below provide objectives to help us meet the overall goal for "Our Environment" which contributes to the Community's combined vision for the future. Under each objective we show strategies to allow us to meet our goals along with measurements to help us ensure we are on the right path.

Draft Broken Hill 2033 Community Strategic Plan

### **OBJECTIVE 3.1 – OUR ENVIRONMENTAL FOOTPRINT IS MINIMISED**

### How do we achieve this?

CSP#	Strategy
3.1.1	Reduce resource consumption and minimise waste
3.1.2	Increase use and innovation of renewable resources and decrease the use of non-renewable resources
3.1.3	Change consumer behaviour to reduce impacts on the environment without affecting quality of life
3.1.4	Reuse and recycling of resources is embraced by the community
3.1.5	Secure a permanent clean, reliable and sustainable water supply for the area
3.1.6	Investigate and plan for the minimisation of environmental impacts associated with mining activity on the City
3.1.7	Secure the water supply in the Menindee Lakes system to provide protection to cultural and ecological interests and social and recreational opportunities for the City's residents and visitors to our region

How do we know we are heading in the right direction?

Indicator	Measures	Direction
What is the water quality of our water supply?	Quality of water Source: Essential Water	Water quality meets quality control standards
What is our energy consumption?	Electricity and natural gas consumption Source: Energy suppliers	Decrease in electricity and gas consumption
How much waste and recycled material do we produce?	Waste collected by Council and taken to landfill Source: Broken Hill City Council data	Decrease tonnes of landfill waste
	Residential recycling and green waste Source: Broken Hill City Council data	Increase tonnes per person of recycling and green waste
Are we managing blood lead levels?	Blood lead monitoring	No increase in blood lead levels
Are disused mining sites being remediated?	Disused mining land remediated Source: Broken Hill City Council data	% area remediated in proportion to total area
	Area of disused mine sites that have remediation plans Source: Broken Hill City Council data	% area disused mine sites that have remediation plans

Draft Broken Hill 2033 Community Strategic Plan

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	✓
Business and business groups		✓	✓
Community members and groups		<b>√</b>	✓
NSW Department of Planning and Environment	✓	✓	✓
NSW Department of Premier and Cabinet		✓	✓
NSW Environment Protection Authority	✓	✓	✓
Essential Water	✓		
NSW Local Land Services - Western		<b>√</b>	✓
Mining and Industry		<b>√</b>	✓
Non Government Agencies		✓	✓
NSW Office of Environment and Heritage		✓	✓

# OBJECTIVE 3.2 – NATURAL FLORA AND FAUNA ENVIRONMENTS ARE ENHANCED AND PROTECTED

### How do we achieve this?

CSP#	Strategy	
3.2.1	Protect and enhance regeneration areas for the benefit of the City	
3.2.2	Increase awareness and understanding of the natural environment	
3.2.3	3.2.3 Increase involvement in actively protecting the natural environment	
3.2.4	Manage the impact of pests and weeds on Broken Hill's natural environment	

### How do we know we are heading in the right direction?

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Indicator	Measures	Direction		
How often do we participate in environmental activities?	Participation in environmental activities Source: Community Survey	Increase resident involvement in environmental activities		
	Volunteering in environmental activities Source: Data collected	Increase in participation of volunteers in environmental activity		
How is the local community impacted by local environmental issues?	Community perception of the impact of local environmental issues Source: Community Survey	Decrease the impact of local environmental issues on quality of life		

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	✓
Business and business groups		✓	✓
Community members and groups		✓	✓
NSW Department of Planning and Environment	✓	✓	✓
NSW Department of Premier and Cabinet		✓	✓
NSW Environment Protection Authority	✓	✓	✓
NSW Local Land Services - Western		<b>√</b>	✓
Mining and Industry		<b>✓</b>	<b>✓</b>
Non Government Agencies		<b>✓</b>	✓
NSW Office of Environment and Heritage		✓	✓

# OBJECTIVE 3.3 – PROACTIVE, INNOVATIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY, THE ENVIRONMENT AND BEAUTIFICATION OF THE CITY

### How do we achieve this?

CSP#	Strategy
3.3.1	Encourage environmentally sustainable building and subdivision design
3.3.2	Preserve the heritage and streetscapes of Australia's First Heritage Listed City
3.3.3	Reuse and repurposing of the existing built environment is managed in a sustainable manner

How do we know we are heading in the right direction?

Indicator	Measures	Direction
Are we preserving and enhancing our heritage?	Number of building projects undertaken enhancing heritage Source: Broken Hill City Council data	Increase in number of heritage building enhancements
	Number of enquiries and advice provision from Heritage Advisor Source: Broken Hill City Council data	Increase in enquiries to Heritage Advisor
Are we reusing existing buildings?	Number of modifications compared to new buildings Source: Broken Hill City Council data	%modifications compared to new buildings

Who is going to work together to make it happen?

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	<b>√</b>
Business and business groups		✓	✓
Community members and groups		✓	✓
NSW Department of Planning and Environment	✓	✓	✓
NSW Department of Premier and Cabinet		✓	✓
NSW Environment Protection Authority		✓	✓
Mining and Industry		✓	✓
Non Government Agencies		✓	<b>√</b>
NSW Office of Environment and Heritage		<b>√</b>	<b>✓</b>

Draft Broken Hill 2033 Community Strategic Plan

### **IDEAS TO MAKE IT HAPPEN**

Recycle and reuse resources

Use alternate energy

Consider your impact on others and the environment

Become a volunteer

Donate to a worthy cause

**Buy local** 

Join a community environment group

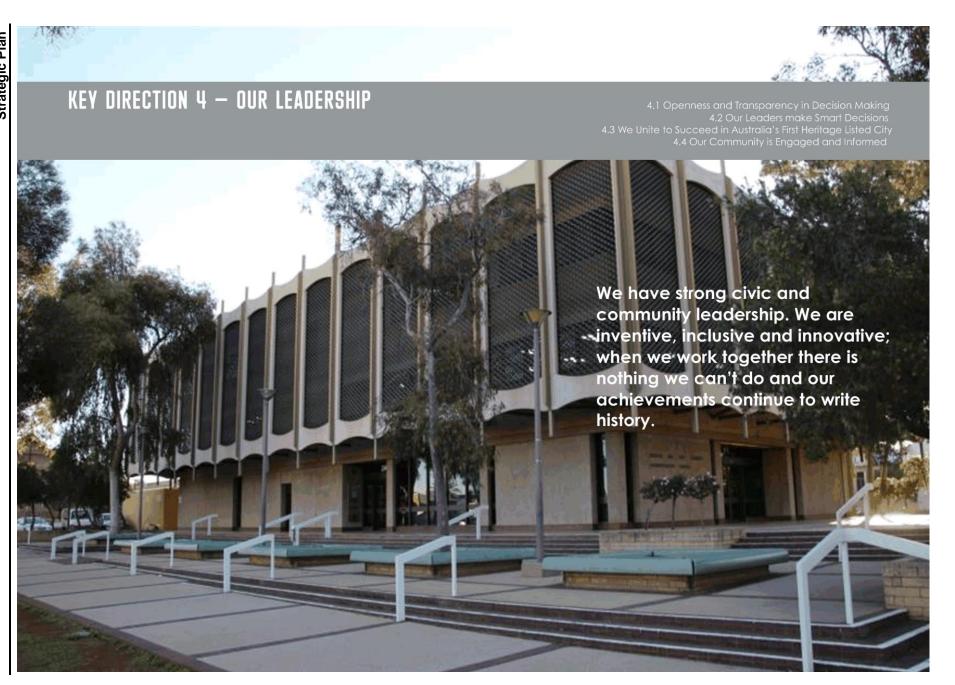
Participate in clean up days

Get pets desexed

Pick up rubbish if you see it

**Eradicate weeds** 

DRAFT COMMUNITY STRATEGIC PLAN - 2017 REVISION



# WHAT MUST BE DONE TO ACHIEVE OUR VISION

Community leadership is essential to ensure the goals and objectives of this long term plan are achieved. The creation and strengthening of social capital within a community is extremely important to local communities, particularly those undergoing change.

Social capital can be defined as "the relationships and networks within a social structure where individuals contribute to the common good" (Flora, 1998).

Over the history of Broken Hill, there have been a number of organisations that have held key leadership positions within the City. Most notable, the mining industry and the unions have held strong influence over the social, economic and environmental wellbeing of our community in years gone by.

As the mining industry has contracted and the economy has become less local and more global, the community has increasingly looked to Council for leadership.

Local Government is the level of government closest to the people, the voice

of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill.

Participants in Broken Hill 2033 consultation activities expressed the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

One of the key actions within this key direction is the ongoing coordination of a Community Roundtable. This Community Roundtable will be made up of key contributors of this Plan including community members.

It is believed that this coordinated approach will add value and ownership of the Community Strategic Plan.

# OBJECTIVE 4.1 – OPENNESS AND TRANSPARENCY IN DECISION MAKING

### How do we achieve this?

CSP#	Strategy
4.1.1	Undertake communication and engagement with the community increases confidence in decision-making
4.1.2	Social, environmental and economic sustainability is considered when making decisions
4.1.3	Decision-makers provide accountability through planning and reporting frameworks

How do we know we are heading in the right direction?

Indicator	Measures	Direction
Are we confident in the decisions made by our leaders?	Confidence in decisions made by Broken Hill City Council Source: Community survey	Increase in confidence in decision-making by Broken Hill City Council
Are we confident that our decisions today will ensure a sustainable future?	Confidence that the long term sustainability of the City is considered when making decisions Source: Community survey	Increase in confidence in decision-making by Broken Hill City Council

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	✓	✓
Business and business groups		✓	✓
Community members and groups		✓	✓
Federal Government Agencies		✓	✓
Non Government Agencies		✓	✓
Media		✓	✓
NSW Office of Local Government		✓	✓
Politicians		✓	✓
State Government Agencies		✓	✓

### **OBJECTIVE 4.2 – OUR LEADERS MAKE SMART DECISIONS**

### How do we achieve this?

CSP#	Strategy
4.2.1	Support leaders through the process of making difficult decisions
4.2.2	Our leaders are well informed on external decisions and information that may impact local decisions
4.2.3	Our leaders are aware of emerging issues and new information in order to advocate and respond appropriately
4.2.4	Our local Council is strong and sustainable

### How do we know we are heading in the right direction?

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Indicator	Measures	Direction			
Do we understand the challenges and opportunities faced by Broken Hill City Council?	Perceived understanding of local challenges and opportunities Source: Community Survey	Increase in reported understanding of local government issues in Broken Hill			
Are we confident that Broken Hill City Council will be sustainable into the future?	Confidence in Broken Hill City Council's sustainability Source: Community Survey	Increase in confidence			

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	<b>✓</b>	<b>✓</b>	<b>✓</b>
Business and business groups		<b>✓</b>	✓
Community members and groups		✓	✓
Federal Government Agencies		<b>✓</b>	✓
Non Government Agencies		<b>✓</b>	<b>√</b>
Media		<b>✓</b>	<b>√</b>
NSW Office of Local Government		<b>✓</b>	<b>✓</b>
Politicians		<b>✓</b>	✓
State Government Agencies		<b>✓</b>	<b>✓</b>

# OBJECTIVE 4.3 – WE UNITE TO SUCCEED IN AUSTRALIA'S FIRST HERITAGE LISTED CITY

### How do we achieve this?

CSP#	Strategy
4.3.1	Opportunities to work together are identified and relationships are developed and maintained for the benefit of the community
4.3.2	A community round table is maintained to drive the implementation of the Community Strategic Plan and report on progress to the community
4.3.3	The leadership capability and capacity within our community is increased
4.3.4	Partnerships, role models and joint success is celebrated and promoted

How do we know we are heading in the right direction?

Indicator	Measures	Direction
How collaborative is our leadership?	Joint initiatives undertaken that provide value	Number/value of achievements through collaborative approaches
Is our Community Round Table successful?	Group satisfaction with outcome of Community Round Table	High satisfaction
Section 355 committees established and supported	Committees successfully manage assets in town	

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	<b>✓</b>	<b>✓</b>	✓
Business and business groups		<b>✓</b>	<b>✓</b>
Community members and groups		<b>✓</b>	✓
Federal Government Agencies		<b>✓</b>	<b>√</b>
Non Government Agencies		<b>✓</b>	<b>✓</b>
Media		<b>✓</b>	<b>√</b>
NSW Office of Local Government		<b>✓</b>	<b>√</b>
Politicians		V	<b>✓</b>
State Government Agencies		V	<b>√</b>

### **OBJECTIVE 4.4 – OUR COMMUNITY IS ENGAGED AND INFORMED**

### How do we achieve this?

CSP#	Strategy
4.4.1	Increase community involvement in decision-making
4.4.2	Engage the community through information and activities aimed at increased participation
4.4.3	Increase knowledge and awareness of challenges and opportunities facing the City

How do we know we are heading in the right direction?

Indicator	Measures	Direction
How are we involved in	Opportunities to have a say	Increase in sense of being
community decision making?	on important issues	able to contribute to
	Source: Community survey	important decisions
	Membership on community	Increase in involvement in
	decision making committee	community committees
	Source: Community Survey	
Does Broken Hill City Council	Resident satisfaction with	Increased satisfaction with
effectively communicate	Council communication	communication from Broken
with residents?	Source: Community Survey	Hill City Council

Key Contributor	Information provision & or service provider	Advocate	Partner
Broken Hill City Council	✓	<b>✓</b>	✓
Business and business groups		✓	✓
Community members and groups		✓	✓
Federal Government Agencies		✓	✓
Non Government Agencies		✓	✓
Media		✓	✓
NSW Office of Local Government		<b>✓</b>	✓
Politicians		✓	✓
State Government Agencies		<b>✓</b>	✓

### **IDEAS TO MAKE IT HAPPEN**

### Vote at elections

Provide feedback to government on policies and plans

Try to consider others needs as well as your own when decisions are being made

Recognise that some tough decisions made today may be for the benefit of future generations

Accept that sometimes things have to change

Attend a Council meeting

Nominate for membership of a Council Section 355 Committee, when advertised

Advocate to elected representatives and government

## **RELATIONSHIP TO OTHER PLANS**

In developing this Plan, consideration has also been given to the following:

All relevant State and Regional Plans

Broken Hill Airport Master Plan 2008

Broken Hill Bike Plan 2013

Broken Hill Pedestrian Access Mobility Plan 2013

Broken Hill Urban Stormwater Master Plan – 2007

City of Broken Hill Ageing Strategy 2016/2021

Community Safety and Crime Prevention Plan 2013/2017

Strategic Tourism Plan 2010-2020

Far West NSW Regional Action Plan 2021 (NSW Government)

Integrated Waste and Resource Recovery Strategy 2010/2030

RDA Far West Regional Plan 2013/2023

State of Environment Report 2012/2016

Three Year Heritage Strategy 2014/2017

Strategic Companion Animal Management Plan – June 2007

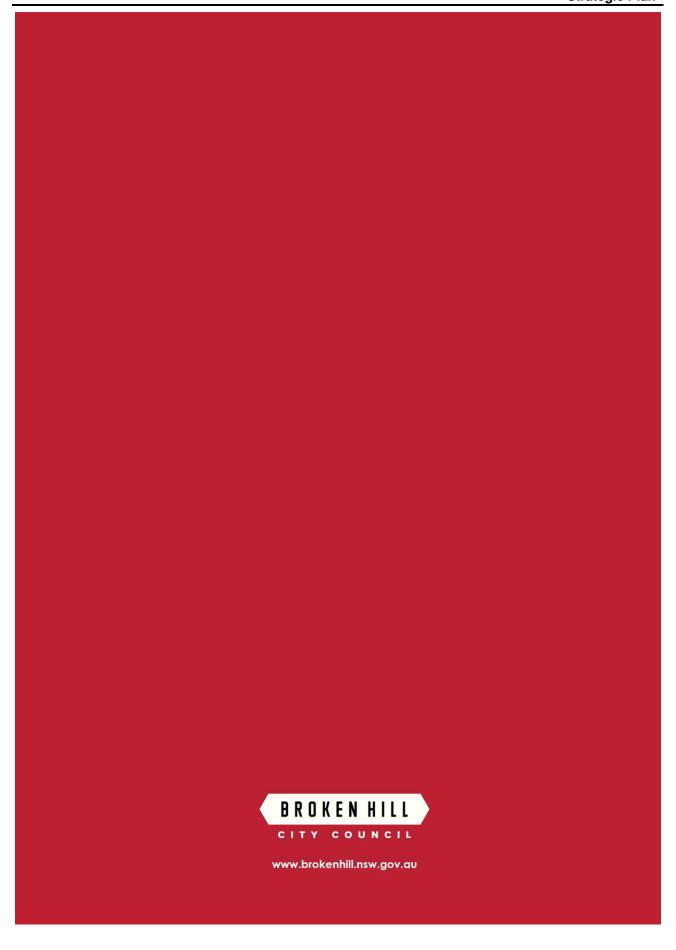
### INTEGRATED PLANNING AND REPORTING - LINKING THE PLANS

In measuring the Community Strategic Plan under the framework, Council used the Community Strategic Plan to determine which goals and strategies could be implemented at a Local Government level. These goals and strategies are included in a four year Council Delivery Program. Progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program, at least six monthly.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy has also been prepared to address long term asset management, financial management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented. Each year, our success in achieving the goals and strategies set out in these plans are reported through Council's Annual Report.

Draft Broken Hill 2033 Community Strategic Plan

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### ORDINARY MEETING OF THE COUNCIL

April 12, 2017

### ITEM 4

### BROKEN HILL CITY COUNCIL REPORT NO. 66/17

SUBJECT: DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT

OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE

STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2017/2018 16/165

### **Recommendation**

1. That Broken Hill City Council Report No. 66/17 dated April 12, 2017, be received.

- 2. That the Draft Delivery Program 2017-2021 be endorsed for the purpose of public exhibition for community comment for a 28 day period.
- 3. That the Draft Operational Plan 2017/2018 inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2017/2018 be endorsed for the purpose of public exhibition for community comment for a 28 day period.

### **Executive Summary:**

The purpose of this report is to recommend to Council to endorse the Draft Delivery Program 2017-2021 in accordance with Section 404 of the *Local Government Act 1993* and to recommend to Council to endorse the Draft Operational Plan 2017/2018 inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2017/2018 in accordance with Section 405 of the *Local Government Act 1993*.

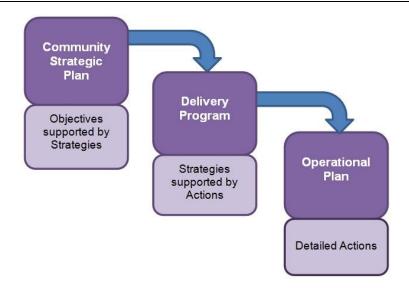
### Report:

Following the Council election in September 2016 Council is required to prepare and adopt a new Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

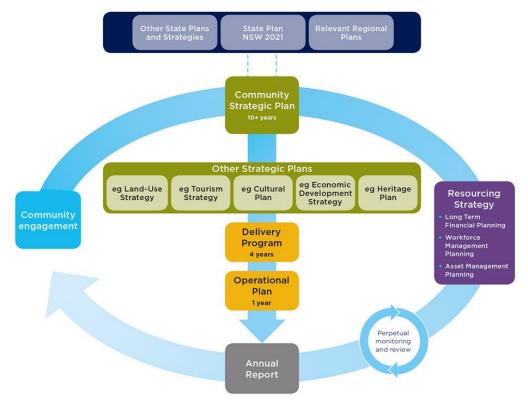
The Delivery Program is the four year (Council term) plan outlining what activities Council will undertake to meet the objectives of the Community Strategic Plan.

The Operational Plan identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program.

The following diagram outlines the links between the Community Strategic Plan, Delivery Program and Operational Plan.



The Delivery Program and Operational Plan are part of the Integrated Planning and Reporting Framework. The following diagram is of the Integrated Planning and Reporting Framework, including both the Delivery Program and Operational Plan.



The Draft Delivery Program 2017-2021 and Draft Operational Plan 2017/2018 for Broken Hill City Council were prepared by staff attending workshops in December 2016 and January 2017 and budget briefings with Councillors in March and April 2017.

The Draft Operational Plan 2017/18 has been prepared within the context of the following parameters:

- Developed on a business as usual basis, except for areas where Council has made policy or service delivery decisions that have a direct financial impact
- Capital projects budgeted at \$6.96 million
- Total rate revenue increase of 1.5%.

### **Overview of the Draft Operational Plan 2017/18**

### **Proposed 2016/17 Rating Strategy**

### **Rate Peg**

The Minister for Local Government has approved a 1.5% rate peg limit that will apply to Council rates in 2017/2018. The rate peg does not apply to charges levied by Council in relation to waste management.

Council is proposing to increase rates by the full extent of the 1.5% rate peg for 2017/18, which will result in an overall increase in general rate revenue of \$0.330m.

### Diversification of mining revenue

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates and subsequently levy rates in proportion to the land value of a rating category. This is the third year of this strategy.

This year, rates paid by the mining properties will be reduced from 16% of the total rates of \$15.030m to 15%, with the re-distributed rates to be allocated to the residential rating category.

This is the fourth consecutive year that rates will have been re-distributed from the mining sector. This step is again being taken by Council to further reduce its overall reliance on mine rate income.

The strategy proposes to cap the mining rates at 10% after a period of eight years by progressively transferring 1% of mine rates to residential category annually. This will ensure that even if there is a reduction in the land valuation of the mining properties due to the reduction of mining operations in Broken Hill, the impact will be comparatively less significant on Council's revenue stream and on the ratepayers, as compared to total loss of mining rates due to the close of mining operations. As detailed in the Long Term Financial Plan, if the mines were to close and the mining strategy ceased this year, the business of Council would find itself in an irrecoverable position. However, if the mining strategy continues as adopted and the mines were to close, the impact would be greatly reduced and Council would be able to recover to surplus within a five to eight year period after the planned balanced budget in 2023.

This strategy also addresses the issue of apportioning the rates revenue to the four rating categories: Residential, Business, Farmland and Mining in proportion of their land valuations.

### 2017/2018 Budget

### **Operating Result**

The Draft Operational Plan 2017/2018 includes the 2017/2018 budget, in the form of the Revenue Policy.

The 2017/2018 budget has been developed on a business as usual basis, except for areas where Council has made policy or service delivery decisions that have a direct financial impact.

Consequently, the budgeted loss for 2017/2018 is \$1.780 million; this is a reduction of 32% of the budget deficit of \$2.626 million in 2016/2017 (excluding extraordinary items).

As future decisions are made by Council which have an impact on the 2017/2018 budget, adjustments will be made in quarterly budget reviews during the year.

### **Capital Projects**

The total capital expenditure budget for 2017/2018 has been set at \$6.964m. Capital projects proposed for 2017/2018 include:

- Transport \$3,443m
- Buildings \$1,198m
- Plant/Fleet \$1,908m
- Open Spaces \$415,000

Details in relation to specific capital items are included within the Operational Plan.

The level of capital expenditure will again be closely managed in 2017/2018 to ensure the objectives of the Long Term Financial Plan and Asset Management Plans are met. External funding of \$1.22m is expected to be received in relation to the capital program; \$0.60m of the program is to be funded from restricted cash assets and \$5.12m to be funded from Council's own revenue sources.

### **Fees and Charges**

Fees and charges are included in the Operational Plan for the purposes of public consultation. Many fees and charges have been increased by the Local Government Consumer Index where appropriate. The latest index published was 1.1%. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable or the appropriate subsidy from Council is applied. Fees are analysed to ensure Government Competitive Neutrality is achieved.

### **Strategic Direction:**

Key Direction: 4. Our Leadership

Objective: 4.1.3 Decision-makers provide accountability through planning and

reporting frameworks

Function: Leadership and Governance

DP Action: 4.1.1.10 The Integrated Planning and Reporting Framework is

implemented

### **Relevant Legislation:**

Integrated Planning and Reporting Framework Local Government Act 1993

The following is a summary of the requirements of Section 404 of the *Local Government Act* 1993:

- (1) A council must have a program (its "delivery program") detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.
- (2) The delivery program must include a method of assessment to determine the effectiveness of each principal activity detailed in the delivery program in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.
- (3) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

(4) A draft delivery program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the delivery program is adopted by the council.

(5) The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.

The following is a summary of the requirements of Section 405 of the *Local Government Act* 1993:

- (1) A council must have a plan (its "operational plan") that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.
- (2) An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.
- (3) A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.
- (4) During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.
- (5) In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.
- (6) The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

### **Financial Implications:**

Financial implications of the Delivery Program are outlined in Council's Long Term Financial Plan.

Included within the Draft Operational Plan 2017/2018 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2017/2018.

### **Attachments**

- 1. Draft Delivery Program 2017 2021
- Draft Operational Plan 2017-18 inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2017-2018

RAZIJA NU'MAN CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON GENERAL MANAGER





OF FEES AND CHARGES 2017/2018

QUALITY CONTROL					
KEY DIRECTION	4. Our Leadership				
OBJECTIVE	4.1 Openness o	4.1 Openness and transparency in decision making			
FUNCTION	Leadership & C	Governance			
STRATEGY	4.1.3 Decision-reporting frame		accou	ntability through planning and	
FILE REFERENCE No	16/165	TRIM No		D16/57424	
RESPONSIBLE OFFICER	General Mana	ger			
REVIEW DATE	June 2018				
DATE	ACTION		MINU	ITE No.	
June 2013	Document Dev	veloped	N/A		
31 July 2013	Public Exhibitio	n	4441	1	
25 September 2013	Adopted	Adopted		44450	
April 2014	Document Revised				
30 April 2014	Public Exhibition		44630	)	
30 April 2014	Document Amended (re Loan Borrowings for Organisation Structure Purposes)		44658	3	
25 June 2014	Adopted 44687		7		
		ewed and or new four			
26 April 2017	Endorsed by Council for Public Display				
28 June 2017	Adopted by Council				
NOTES					
Community Strategic Plan 2033 Long Term Financial Plan 2018/2027 Operational Plan 2017/2018 Schedule of Fees and Charges 2017/2018				2018	

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### INTRODUCTION

# **EXECUTIVE SUMMARY**

This document is Broken Hill City Council's Delivery Program for the next four years.

### MESSAGE FROM YOUR MAYOR

Before describing this Delivery Plan, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in consultation with the community in 2010, and has been reviewed in 2013, 2014, and 2017 to ensure it remains current and relevant.

Community engagement has been at the heart of each review, and thousands of locals have provided input to ensure the wishes and expectations of the community are reflected in the plan.

The next step is working to realise the community's aspirations, and this 2017-2021 Delivery Program outlines the activities that Council will undertake over the next four years to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds, and the kinds of services and activities that they can expect to be provided in their community in the coming years.

It provides a clear framework around Council's performance, and enables us to be open and accountable to the public.



Council remains committed to improving its performance, and is currently undertaking a four-year Service Review process to examine all aspects of its operations and make improvements where possible.

We hope this Delivery Program provides a useful guide to Council's future activities, and encourages all residents to provide input to the Service Review process as it is rolled out over the next four years.

Councillor Darriea Turley MAYOR

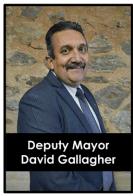
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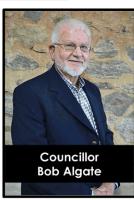
### YOUR COUNCILLORS

The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the local community and the governing body"; and "is accountable to the local community for the performance of the council".















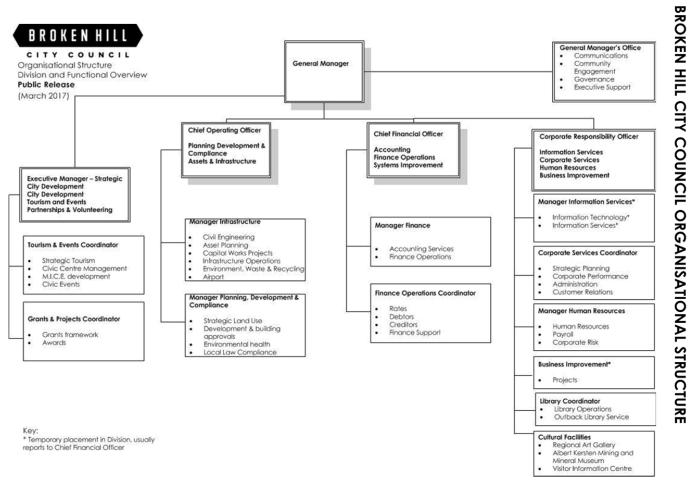






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### VISION, MISSION AND VALUES

### **OUR COMMITMENT**

### **OUR VISION**

Broken Hill is a vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.

### **OUR MISSION**

Council provides high quality services and leadership to enhance community living and facilitate a prosperous economy.

	CTAI		ENIT.	OF V	A I I I I E
CHIR		- 00			

INSPIRING
We're leading Broken Hill into the Future

This means we:

- Recognise change starts with us
- Share our passion
- Act as positive role models
- Are focused on delivering results

### **OPEN**

	We're	transp	arent	and	honest
--	-------	--------	-------	-----	--------

This means we:

- Are united
- Are reliable when we make a decision we stick to it
- Can be trusted
- Are always available to listen

### **ORIGINAL**

We're pioneering new ideas while remembering what makes us unique

This means we:

- Won't forget our past, even when forging our future
- Are open to new ideas and think outside the square
- Champion our uniqueness
- Look for new solutions rather than relying on the old ways

### HUMAN

We're involved in the community

This means we:

- Are inclusive
- Respect diversity and how different people think
- Value doing it together
- Have a genuine sense of humanity

### **FEARLESS**

We're up for the challenge

This means we:

- Strive to solve our own problems
- Defend what's important to our community
- Are prepared to take the lead
- Take opportunities and make something of them
- Are not afraid to make tough decision

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### **KEY DIRECTION FUNCTIONS**

### FUNCTIONS OF COUNCIL

### **KEY DIRECTION 1 - OUR COMMUNITY**

### Arts & Culture

Charles Rasp Memorial Library Broken Hill Regional Art Gallery

Albert Kersten Mining & Mineral Museum Broken Hill Archives

### **Community Development**

Community Assistance

### **Community Facilities**

Cemetery

Broken Hill Regional Aquatic Centre

Halls and Community Centres

**Public Amenities** 

### **Local Transport**

**Bus Shelters** 

Footpaths and Bike Tracks

Road Furniture Local Roads

Car Parks Traffic Control

### Open Spaces

Parks and Reserves Sportsgrounds

### **Public Health**

Health Administration and Inspections

### **Public Order**

Sustainabilty and Environmental Management

Parking and Other Ranger Services

Animal Control

**Public Safety** 

Street Lighting **Emergency Services** 

### KEY DIRECTION 2 - OUR ECONOMY

### **Economic Development**

**Economic Development** 

Civic Centre

Area Promotion and Events

### **Property Development**

Land Development and Sales

### Strategic Transport

Regional Roads State Roads

Airport

### **Tourism Development**

Tourism

Film Promotion

### **KEY DIRECTION 3 - OUR ENVIRONMENT**

Waste Management

Waste Management Operations

Garbage Collection Street Cleaning

### Sustainability After Mining

Willyama Common

Regeneration Area **Natural Environment** 

Noxious Weeds

Living Desert

### **Environmental Footprint**

Water

Energy

### **Built Environment**

Historic Buildings Preservation

Town Planning

### Stormwater Management

Stormwater Drainage Kerb and Gutter

### KEY DIRECTION 4 -OUR LEADERSHIP

### Leadership & Governance

**Elected Members** General Manager

### **Financial Management**

Corporate Services Management

Financial Control

Revenue

Payroll

Procurement and Payables

### Corporate Support

Risk Management and Insurance Information Technology Services

Records Management

**Human Resources** 

Governance

**Business Excellence** 

**Customer Relations** 

Media and Communications Customer Relations

**Asset Management** 

Infrastructure Engineering Management Infrastructure Administration

Asset Management and Technical Services

### **Operations Management**

Mechanics Workshop

Plant and Vehicle Maintenance

Warnock Street Works Depot

Private Works

Billable Works

### **Buildings & Property**

Buildings - Structures Maintenance and

Operations

**Buildings - Propery Commercial** 

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### **FINANCIAL**

### FINANCIAL ESTIMATES/PERFORMANCE

The financial estimates provided in this Delivery Program have been derived from the Long Term Financial Plan and are summarised in this document.

The four year Delivery Program budget has been detailed by key directions and are listed in the relevant key direction section.

It is likely that the nature of Council's service delivery model will be significantly different at the end of this Program, compared to the start. As Council reviews its services, there are expected to be significant reductions and changes in areas of expenditure, as decisions are made to ensure efficient and effective service delivery in line with community expectations.

Council therefore expects to improve its financial performance based on the results of the service review program, with benefits expected to be seen in reduced operating costs and increased capital renewal throughout this Delivery Program.

The financial estimates in this Program will need to be reviewed on an ongoing basis during its four year life.

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DELIVERY PROGRAM - BALANCED SCENARIO INCOME STATEMENT					
\$ '000	2018	2019	2020	2021	
	Proposed Budget	Forecast	Forecast	Forecast	
Income from Continuing Operations					
Revenue:					
Rates & annual charges	17,050	17,391	17,739	18,164	
User charges & fees	3,487	3,574	3,664	3,755	
Interest & investment revenue	1,015	1,059	988	1,111	
Other revenues	504	517	530	543	
Grants & contributions for operating purposes	6,363	6,427	6,555	6,686	
Grants & contributions for capital purposes	3,639	508	518	529	
Other Income:	0,000				
Net gains from disposal of assets	211	_	-	_	
Net share of interests in joint ventures	-	_	_		
TOTAL INCOME FROM CONTINUING OPERATIONS	32.269	29,476	29,994	30,789	
TOTAL IN COME THOM CONTINUENCE OF EXAMENTS	02,207	27,470		00,707	
Expenses from Continuing Operations					
Employee benefits & costs	13,963	14,004	14,231	14,529	
Borrowing costs	504	465	431	400	
Materials & contracts	5,720	5,520	5,545	5,570	
Depreciation & amortisation	6,431	6,275	6,303	6,330	
Impairment	-	-	-	-	
Other expenses	3,792	3.809	3.826	3.843	
Net losses from disposal of assets	-	2,221	-	_	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	30,410	30,073	30,335	30,673	
OPERATING RESULT FOR THE YEAR	1,859	(597)	(341)	116	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL	(1,780)	(1,105)	(859)	(412)	
Assumptions Rate Pea	1.50%	2.00%	2.00%	2.40%	
General Index	2.50%	2.50%	2.50%	2.50%	
Employee Cost Index	2.50%	2.50%	2.50%	2.10%	
Grant Index	0.00%	1.00%	2.00%	2.00%	
Investment Interest rate	2.70%	3.00%	3.00%	3.75%	
Overdue rates interest rate	8.00%	8.00%	8.00%	8.00%	
Efficiency gain on Materials & Contracts		-2.00%	-2.00%	-2.00	

\$ '000	2018	2019	2020	202
<b>,</b> 000	Proposed Budget	Forecast	Forecast	Foreca
Assets	200,301			
Current Assets:				
Cash & cash equivalents	9,249	8,825	8,677	8,98
nvestments	15,000	13,000	11,000	9,00
Receivables	4,158	3,910	4,162	4,62
nventories	81	83	85	8
Other	347	355	364	37
Non-current assets classified as 'held for sale'	-	-	-	-
TOTAL CURRENT ASSETS	28, 835	26, 173	24, 288	23,07
Non-Current Assets:				
Investments	-	-	-	-
Receivables	93	68	43	1
Inventories	-	-	-	-
Infrastructure, property, plant & equipment	247,801	248,435	249,071	249,71
Investments accounted for using the equity method	-	-	-	-
Investment property	-	-	-	-
Intangible assets	-	-	-	-
TOTAL NON-CURRENT ASSETS	247,894	248, 503	249,114	249,72
TOTAL ASSETS	276,729	274,676	273,403	272,79
Liabilities				
Current Liabilities:				
Payables	2,844	2,915	2,988	3,06
Borrowings	783	749	714	65
Provisions	3,970	4,069	4,171	4,25
TOTAL CURRENT LIABILITIES	7,597	7, 733	7,873	7,97
Non-Current Liabilities:				
Payables	-	-	-	-
Borrowings	13,200	12,451	11,737	11,14
Provisions	2,016	2,113	2,233	2,33
TOTAL NON-CURRENT LIABILITIES	15,216	14,564	13,970	13,48
TOTAL LIABILITIES	22,812	22,297	21,843	21,45
NET ASSETS	253,916	252,379	251,560	251,34
Equity				
Retained earnings	119,520	117,349	115,893	115,03
Revaluation reserves	134,396	135,030	135,666	136,30
Council equity interest	253,916	252,379	251,560	251,34
Non-controlling interest	-	-	-	-
TOTAL EQUITY	253,916	252,379	251,560	251,34

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STATEMENT OF				
\$ '000	2018	2019	2020	202
	Proposed Budget	Forecast	Forecast	Forecas
Cash Flows from Operating Activities				
Receipts:				
Rates & annual charges	16,538	16,869	17,206	17,619
User charges & fees	3,382	3,467	3,554	3,642
Investment & interest revenue received	506	767	695	779
Grants & contributions	9,702	6,727	6,861	6,998
Bonds, deposits & retention amounts received	-	-	-	-
Other	489	501	514	527
Payments:				
Employee benefits & costs	(13,544)	(13,584)	(13,804)	(14,094)
Materials & contracts	(5,549)	(5,355)	(5,379)	(5,403)
Borrowing costs	(504)	(465)	(431)	(400)
Bonds, deposits & retention amounts refunded	-	- '	- 1	- '
Other	(3,678)	(3,694)	(3,711)	(3,728)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	7.342	5,233	5,505	5,940
	.,	-,	-,	-,
Cash Flows from Investing Activities				
Receipts:				
Sale of investment securities	-	2,000	2,000	2,000
Sale of infrastructure, property, plant & equipment	211		-	-
Deferred debtors receipts	-	-	-	-
Other investing activity receipts	-	-	-	-
Payments:				
Purchase of investment securities	(15,000)	_	_	
Purchase of infrastructure, property, plant & equipment	(9,760)	(6,909)	(6,939)	(6,970)
Deferred debtors & advances made	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(24, 549)	(4, 909)	(4, 939)	(4,970)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from borrowings & advances	10,000	-	-	-
Payments:				
Repayment of borrowings & advances	(783)	(749)	(714)	(658)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	9,217	(749)	(714)	(658)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(7,990)	(425)	(148)	312
plus: CASH & CASH EQUIVALENTS - beginning of year	17,240	9,249	8,825	8,677
CASH & CASH EQUIVALENTS - end of year	9,249	8,825	8,677	8,989
Assumptions				
Rates & charges recovery rate	97.00%	97.00%	97.00%	97.00%
Debtor recovery rate General Index	97.00% 2.50%	97.00% 2.50%	97.00% 2.50%	97.009 2.509
Investment Interest rate	2.70%	3.00%	3.00%	3.75%
Overdue rates interest rate	8.00%	8.00%	8.00%	8.009

# DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULIOF FEES AND CHARGES 2017/2018

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### DELIVERY PROGRAM - BALANCED SCENARIO FINANCIAL RATIOS 2018 2019 2020 2021 **Operating Ratio** Forecast Forecast Forecast Operatina Ratio ■ 2018 ■ 2019 ■ 2020 ■ 2021 This ratio measures Council's ability to contain operating expenditure within 0% operating revenue -6.22% -3.82% -2.92% -1.36% -2% Benchmark - Greater than 0% -4% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions -6% -8% Cash Expense Cover Cash Expense Cover Ratio **Ratio** This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow 12.40 12.25 12.04 12.02 Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation interest costs) \* 12 **Current Ratio Current Ratio** This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities. 3.80 3.09 2.89 3.38 Benchmark - Greater than 1.5 current assets / current liabilities ■ 2018 ■ 2019 ■ 2020 ■ 2021 **Unrestricted Current Unresticted Current Ratio Ratio** To assess the adequact of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council. 4.40 3.15 2.68 2.35 Benchmark - Greater than 1.5 current assets less all external activities/ current liabilities, less specific purpose liabilities ■ 2018 ■ 2019 ■ 2020 ■ 2021

# DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDUL! OF FEES AND CHARGES 2017/2018

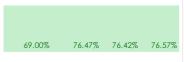
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### Own Source Operating Revenue

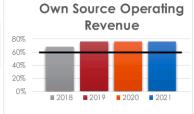
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue

Benchmark - Greater than 60%

rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)



5.65

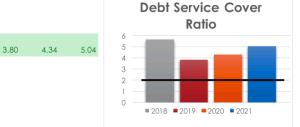


### **Debt Service Cover Ratio**

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

operating result before interest and depreciation (EBITDA) / principal repayments +borrowing interest costs



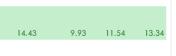


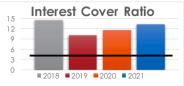
### Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash

Benchmark - Greater than 4.0

operating result before interest and depreciation (EBITDA) / interest expense



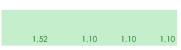


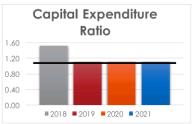
### Capital Expenditure Ratio

This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assects

Benchmark - Greater than 1.1

annual capital expenditure / annual depreciation





### **INTEGRATED PLANNING & REPORTING**

# THE FRAMEWORK

In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW councils.

The Integrated Planning and Reporting Framework requires councils to develop a **Community Strategic Plan**, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four year Council **Delivery Program**.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a **Resourcing Strategy** is prepared to address long term asset management,

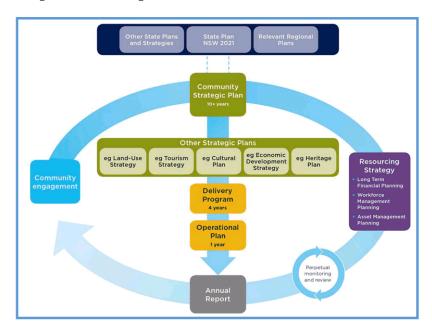
financial management and workforce planning.

The **Operational Plan** is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four yearly review in line with Local Government Elections.

The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time. The Plan was subsequently reviewed after a significant community engagement exercise in 2013 and further reviews in 2014 and 2017.



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#### DISABILITY INCLUSION ACTION PLANNING

Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our Community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how persons with disability live their lives and enjoy the benefits of living and working in our community.

The Disability Inclusion Act 2014 (NSW), was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The Disability Inclusion
Act 2014 (NSW) requires all local
government organisations to produce a
Disability Inclusion Action Plan (DIAP)
setting out measures enabling people with
a disability to access general support and
services and fully participate in the
community.



Developing positive community attitudes and behaviours

Creating liveable communities

Improving access to services through better systems and processes

Supporting access to meaningful employment

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#### THE REQUIREMENTS OF THE FRAMEWORK

FREQUENCY	REPORT	DESCRIPTION/	LEGISLATIVE
		REQUIREMENTS	REFERENCE
For use during development of the Community Strategic Plan and Council's other planning activities	COMMUNITY ENGAGEMENT STRATEGY	A strategy based on social justice principles for engagement with the local community when developing the Community Strategic Plan.	\$402(4) (Act)
Review every four years following an election. Ensure the plan is for a minimum of 10 years. Public exhibition for a period of 28 days required and a copy of plan and amendments to the plan to DLG within 28 days of endorsement.	COMMUNITY STRATEGIC PLAN (CSP)	Plan which identifies the main priorities and aspirations for the future of the local government area.  Minimum 10 years.	\$402(1)-(7) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	LONG TERM FINANCIAL PLANNING	Included in the Council's Resourcing Strategy for the provision of financial resources required to implement the CSP. Minimum 10 years.	S401(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	WORKFORCE MANAGEMENT PLANNING	Included in the Council's Resourcing Strategy for the provision of intellectual resources required to implement the CSP. Minimum of four years.	\$403(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	ASSET MANAGEMENT PLANNING	Included in Council's Resourcing Strategy for the provision of physical resources required to implement the CSP. Comprises of an Asset Management Strategy and Plan/s. Minimum of 10 years.	\$403(2) (Act)
Review every four years following an election. Public exhibition for a period of 28 days.	DELIVERY PROGRAM	Details the Council activities to be undertaken by the Council to implement the strategies established by the CSP. Four year duration.	S404(1)-(5) (Act)
Adopt prior to beginning of financial year. Public exhibition for a period of 28 days. Post copy on Council website within 28 days of Council endorsement.	OPERATIONAL PLAN	Details the activities to be engaged in by the Council during the year, and annual budget. Annual sub-plan of Delivery Program.	\$405(1)-(6) \$532 \$610B-\$610F \$706(2) (Act) cl201(1) (Reg)

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#### MONITORING AND REPORTING

Progress on the Delivery Program will be reported to the Council six monthly, inclusive of the Operational Plan. The Council will prepare six monthly reports tracking how we are going with each action outlined in the Delivery Program and Operational Plan utilising the Key Performance Indicators. Detailed financial reports and updates on Council's Capital Works Program will be reported.

In addition to the above, Council will also prepare an Annual Report (AR) for the community which will focus on Council's implementation of our Delivery Program and the Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan. Audited financial reports will also be made available to the Community at this time

In accordance with legislation a 'State of the Environment Report' (SOE) Report will be presented to the Community, reporting on Council's progress in achieving the Community's aspirations.

FREQUENCY	REPORT	DESCRIPTION/REQUIREMENTS	LEGISLATIVE REFERENCE
Quarterly (no later than two months after the end of each quarter)	BUDGET REVIEW STATEMENT	Shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.	CI203 (Reg)
At least every six months (dates determined by Council)	PROGRESS REPORTS ON DELIVERY PROGRAM (DP)	Report on the progress with respect to the Council Activities detailed in the Delivery Program.	\$404(5) (act)
Yearly – November (Within five months of the end of Financial Year)	ANNUAL REPORT (AR)	Report on the achievements in implementing the Delivery Program and the effectiveness of the principle activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed. Must be prepared in accordance with the Regulation and the Guidelines. Must include a copy of Council's audited financial reports. Must be posted on Council's website.	S428(Act)  Cl217(1) (Reg)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	END OF TERM REPORT	Report on the Council's achievements in implementing the Community Strategic Plan over the previous four year Council term.	S428(2) (Act)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	STATE OF ENVIRONMENT REPORT(SOE)	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.  Must be prepared in accordance with the guidelines.	S428A (Act)

Draft Delivery Program 2017 - 2021

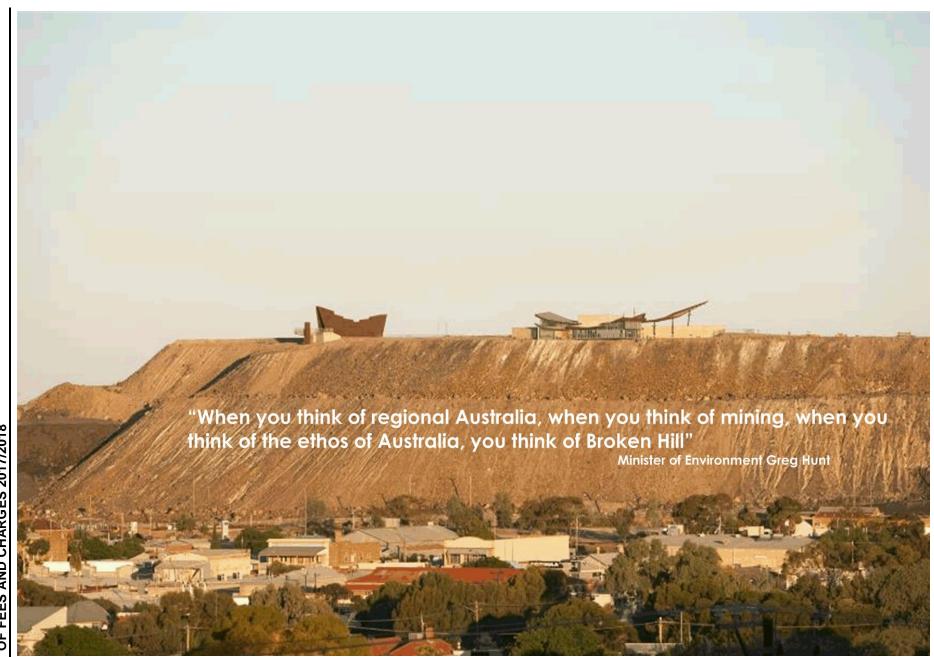
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#### HOW TO READ THE PLAN

KEY DIRECTION	The Key Directions are taken from the Community Strategic Plan and represents groups of common opportunities, challenges and priorities that relate to:  Key Direction 1: Our Community  Key Direction 2: Our Economy  Key Direction 3: Our Environment  Key Direction 4: Our Leadership
OBJECTIVE	Objectives are taken from the Community Strategic Plan and are uniquely numbered. Each objective outlines what the community is seeking to achieve under the Key Direction and are broad direction statements.
STRATEGY	Strategies are taken from the Community Strategic Plan and are uniquely numbered. Each strategy provides information on what will be done at the high-level to achieve the objective. Each strategy is cascaded down into the Delivery Program
DP#	DP# is the unique number assigned to each action in the Delivery Program.
ACTION	For each objective identified in the Community Strategic Plan, a number of actions are identified outlining what will be done to implement the objective by Council.  Where Council has not been identified as either the lead or support agency responsible for the objective, Council acknowledges it has an important role to play in lobbying or advocating for the achievement of the objective.
OPERATIONAL PLAN/LTFP	The year identifies the timing for the implementation or achievement of the action and when it will be resourced in both the Operational Plan and Long Term Financial Plan.
LINK TO CSP	Number showing CSP reference.
MEASURE	The measure is how the progress or success of Council will be identified and reported upon.
FUNCTION	Is the specific Council area responsible for implementing the action.

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#### ABOUT BROKEN HILL

"At Broken Hill we're for real. We believe in real experiences. Real places, real friendships and real values."

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressure-cooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as Mad Max 2 and Priscilla: Queen of the Desert gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill began a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world. There literally is nowhere quite like it on earth. Most of all......there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken Hill.

"We believe in hard work and getting things done. We say what we really think and act on what we really feel. Bullshit, fakes, virtual living and superficiality are our enemies"

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#### KEY DIRECTION 1 - OUR COMMUNITY 1.1 People in our community are in safe hands 1.2 Our community works together 1.3 Our history, culture and diversity is embraced and celebrated 1.4 Our built environment supports our quality of life 1.5 Our health and wellbeing ensures that we live life to the full We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle.

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#### KEY DIRECTION 1 - OUR COMMUNITY

In Broken Hill our people are our greatest asset. We are a resilient community and believe in hard work, getting things done and uniting to make a difference.

'Sense of Community' was identified by our residents as being amongst the most important areas of priority for Broken Hill. A sense of community represents a sense of belonging and identification. It requires personal investment and shared influence, participation and commitment.

Broken Hill is full of genuine people with genuine values and this was captured through the adoption of the FOR REAL branding, which is how we represent our City.

The people of Broken Hill are champions of what's true, right, sincere, solid, tangible, unaffected, genuine, meaningful and authentic. We are like the Hero – where there's a will there's a way. We value being inspiring, open, original, human and fearless.

We know our isolation is as much a strength as it is a weakness, but it delivers a dose of reality - if we need to get something done we just do it. This creates a real sense of who we are, in an age where individuality and technology is vastly affecting the fabric of other communities and how they interact to solve their problems.

Broken Hill has an inclusiveness not easily found elsewhere. Our rich mining heritage has brought people from all over the world, yet together they have combined to influence a nation. Their stories are heroic, inventive and bold. There is still a shared commitment among us to make Broken Hill a place that will continue to survive and thrive in the desert. We warmly welcome people from 'away' and they take treasured memories with them.

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

The tables to follow provide objectives to help us meet the overall goal for 'Our Community' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

DP#	Action	Operat	ional Pla	an / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.1.1.01	Participate in community awareness for safer community initiatives	Х	Х	Х	Х	1.1.1	Active participation	Public Safety
1.1.1.02	Develop initiatives to increase responsible pet ownership	X	X	X	X	1.1.1	Two public and school education programs undertaken annually	Public Order
1.1.1.03	Ensure compliance obligations under the Swimming Pools Act 1992	X X X X 1.1.1	1.1.1	Review Swimming Pool Barrier Policy annually	Public Order			
							100% of swimming pool inspection requests are carried out within legislated timeframes	
							Two swimming pool safety promotion activities completed annually	
1.1.1.04	Review the Safer Broken Hill Community Safety and Crime Prevention Plan	Х				1.1.2	Review undertaken	Public Safety
1.1.1.05	Support the objectives of the Safer Broken Hill Community Safety and Crime Prevention Plan	X	X	X	X	1.1.2	Responsible objectives within the plan are met	Public Safety
1.1.1.06	Seek funding opportunities for	Х				1.1.2	Funding is achieved	Public Safety
	increased lighting and crime prevention initiatives including CCTV for identified locations						CCTV locations identified	
1.1.1.07	Develop, plan and implement initiatives aimed at increasing animal control in the City	X	X	X	X	1.1.2	Number of initiatives developed annually	Public Order
1.1.1.08	Review Companion Animals Management Plan	X				1.1.2	Plan reviewed by 30 June 2018	Public Order
1.1.1.09	Implement actions from Companion		Χ	Χ	Χ	1.1.2	Number of actions	Public Order

DP#	Action	Operat	ional Pla	an / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
	Animals Management Plan						implemented	
1.1.1.10	Provide public health and safety initiatives and carry out compliance	Х	X	Χ	Х	1.1.2	100% of scheduled premises inspected once annually	Public Health
	activities						One promotion activity undertaken annually	
1.1.1.11	Maintain partnership with NSW Police to maximise public safety through safe building and	X X X	X X	1.1.3	Attend minimum of two Liquor Accord meetings annually	Public Safety		
	environment initiatives						Established Memorandum of Understanding is reviewed biannually	
1.1.1.12	Promote parking compliance and safety surrounding school zones in	Х	X	X	X X	1.1.1	Minimum of two media releases annually	Public Safety
	the City						Licence plate recognition software implemented	
1.1.1.13	Actively participate and support the	X	Χ	X	X	1.1.4	Attend quarterly meetings	Public Safety
	Local, Regional and State Emergency Management Committees						Attend a minimum of one regional committee meeting annually	
	Committees						Participate and support one emergency management exercise annually	

1.2 Our co	ommunity works together							
DP#	Action	Operat	ional Pla	an / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.2.1.01	Facilitate the celebration of Australia Day	X	X	X	X	1.2.1	Annual event held	Community Development
1.2.1.02	Review the Volunteer Unite Strategy to support, encourage and celebrate volunteers in our community	X				1.2.2	Strategy reviewed by 30 June 2018	Community Development
1.2.1.03	Active volunteer working group supported	X	X	X	X	1.2.2	Increase in volunteer numbers and/or volunteer functions	Community Development
							Provide ongoing training opportunities for volunteers with a focus on induction training and Code of Conduct	
							Awards event held annually	
1.2.1.04	Develop and maintain new and existing partnerships including interagency agreements	X	X	X	Х	1.2.3	Partnerships maintained and enhanced	Community Development
1.2.1.05	Develop, plan and implement a communications strategy to promote openness and allow participation and interest in the activities and decisions of Council	X	X	X	X	1.2.4	Community satisfaction with Council communication	Community Development
1.2.1.06	Promote services and facilities to ensure effective and efficient service delivery	X	X	X	X	1.2.5	Provide a community directory online	Community Development

1.2 Our c	ommunity works together							
DP#	Action	Operat	ional Pla	an / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.2.1.07	Participate in community consultation activities to discuss the impact of population decline upon local facilities and services	Х	X	X	X	1.2.6	Increased awareness in relation to the impact of population decline	Community Facilities
communit	Provide public amenities, halls and community centres to facilitate social capital and activity	X	X	X	Х	1.2.7	Public amenities made available in public locations	Community Facilities
	social capital and activity						Booking system made available	
							Fewer than one complaint received per every 10 bookings made	

1.3 Our his	tory, culture and diversity is embraced a	nd cele	brated					
DP#	Action	Op	peration	al Plan /	LTFP	Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21	C31		
1.3.1.01	Provide an online calendar of events and programs for the community about local events and activities	X	X	X	X	1.3.1	Increase number of events promoted on calendar from previous year	Community Development
							Events and programs calendar promoted to external agencies via biannual communication updates	
1.3.1.02	Encourage events and activities in public spaces to create active spaces	Х	X	X	X	1.3.2	Number of bookings for events in public spaces	Community Development

DP#	Action	Or	peration	al Plan /	LTFP	Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.3.1.03	Conduct the annual Christmas Pageant as an activity for the whole community	X	X	X	X	1.3.2	Partnership with South Rotary Broken Hill Pageant promoted in community Council float entered in Christmas Pageant Minimum 30 floats entered in pageant procession	Community Development
1.3.1.04	Develop Heritage Near Me annual event plan and conduct annual event	X	X	X	Х	1.3.3	Plan developed by 30 June 2018	Community Development
1.3.1.05	Heritage Week is celebrated annually	Х	X	X	X	1.3.3	Annual event held	Arts & Culture
1.3.1.06	Preserve historic records held within Council custodianship	Х	Х	Х	Х	1.3.3	Archives managed in accordance with State Records Act NSW 1998	Arts & Culture
1.3.1.07	Provide a library service for the City and surrounding area	X	X	X	X	1.3.4	Library services provided in accordance with The Library Act 1939  Customer satisfaction survey completed  Number of programs and	Arts & Culture
							events provided	
1.3.1.08	Develop a Library Services Strategic Plan	X				1.3.4	Plan developed by 30 June 2018	Arts & Culture

DP #	Action	Op	eration	al Plan /	LTFP	Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.3.1.09	Initiatives from the Library Services Strategic Plan are implemented		X	X	X	1.3.4	Standards for custodian of archives met Relocation of archives to Council Administration Building Appointment of archives specialist Develop policies and procedures Number of initiatives implemented	Arts & Culture
1.3.1.10	Provide a Regional Art Gallery to contribute to the strong arts culture of the City	X	X	X	X	1.3.4	Number of exhibitions Increase visitation from previous year	Arts & Culture
1.3.1.11	Provide the Albert Kersten Mining & Mineral Museum to educate the residents and visitors of our mining history	X	X	X	X	1.3.4	Number of exhibitions  Increase of visitation from previous year	Arts & Culture
1.3.1.12	Provision of facilities and programs that enhance the heritage of the City	X	X	X	X	1.3.4	Council owned art and mineral collections are maintained and accessible to the community Heritage assets are maintained and accessible to the community Less than five complaints per year in relation to interpretative heritage signage (e.g. sign content,	Arts & Culture

DP#	Action	Op	peration	al Plan / I	LTFP	Link to CSP	Measure	Function
		17/18	18/19	19/20	20/21	CSF		
							Fewer than five complaints per year in relation to maintenance concerns of heritage signage (e.g. broken, fallen, unreadable)	
1.3.1.13	Maintain and enhance signage that promotes the history and heritage of Broken Hill	X	X	X	X	1.3.4	Number of signs maintained  Number of new signs	Arts & Culture
1.3.1.14	Approval of Public Art (i.e. mural, sculptures, streetscapes) projects in accordance with the Development Control Plan, Public Arts Policy and State environmental planning policies	X	X	X	X	1.3.5	100% compliance	Arts & Culture

1.4 Our bu	uilt environment supports our quality of	life						
DP#	Action	Operati	onal Plar	/ LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.4.1.01	Compliance with heritage considerations within the	X	X	X	X	1.4.1	Number of heritage advice referrals	Arts & Culture
	Development Control Plan for the City						Increase of heritage advice referrals from previous year	
1.4.1.02	Maintain the cemetery to allow a final resting place and a place for residents and visitors to visit loved	X	X	X	X	1.4.2	Memorandum of Understanding developed with funeral directors	Community Facilities
	ones that have passed						Community satisfaction	
1.4.1.03	Develop Cemetery Plan of Management	X				1.4.2	Plan of Management developed by 30 June 2018	Community Facilities

DP#	Action	Operat	ional Plaı	n / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.4.1.04	Develop Cemetery Expansion Plan, inclusive of Rose Garden	Х				1.4.2	Expansion plan developed	Community Facilities
1.4.1.05	Actions from the Cemetery Plan of Management implemented		X	X	X	1.4.2	Number and % of actions implemented	Community Facilities
1.4.1.06	Facilitate searches for deceased	X	X	X	X	1.4.2	Number of searches	Community
	persons interred in the Broken Hill Cemetery						Number of online searches/visits	Facilities
1.4.1.07	Provide accessible parks and open spaces		X	X	X	1.4.2	Community satisfaction survey conducted	Open Spaces
							80% of customers surveyed satisfied with parks and open spaces	
							Service level reviews completed	
1.4.1.08	Prioritise and implement actions	Χ	X	X	X	1.4.4	PAMP actions prioritised	Local
	from the Pedestrian Access Mobility Plan (PAMP)						Number of initiatives implemented	Transport
1.4.1.09	Implement actions from the Asset Management Plan for Parks and Open Spaces	Х	Х	Х	Х	1.4.2	Number of actions achieved	Open Spaces
1.4.1.10	Promote the Broken Hill Regional Aquatic Centre and manage contract obligations associated	X	X	X	X	1.4.2	Centre managed in accordance with the contract and within budget	Community Facilities
	with the facility						At least one joint promotional activity annually	
1.4.1.11	Heritage Strategy reviewed	Х				1.4.3	Strategy reviewed by 30 June 2018	Arts & Culture

1.4 Our bu	ilt environment supports our quality of	life						
DP#	Action	Operat	ional Plar	n / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
1.4.1.12	Implement actions contained within the Heritage Strategy that aim at supporting heritage design and increasing heritage value	X	X	X	X	1.4.3	Number of actions implemented	Arts & Culture
1.4.1.13	Implement actions from the Asset Management Plan for Transport	X	X	X	X	1.4.4	Number and % of actions achieved Parking Strategy reviewed by 30 June 2018	Local Transport
1.4.1.14	Undertake service reviews on Council owned assets and fleet	Х	Χ	X	X	1.4.5	Service reviews undertaken	Community Facilities

1.5 Our health and wellbeing ensures that we live life to the full										
DP#	Action	Opero	itional Pl	an / LTFP		Link to	Measure	Function		
		17/18	18/19	19/20	20/21	CSP				
1.5.1.01	Active participation with organisations to consider opportunities for active and healthy lifestyles	Х	X	X	X	1.5.1	One active participation annually	Community Development		
1.5.1.02	Advocate for quality health, medical and allied services for the City where required	Х	Х	X	Х	1.5.2	Number of representations made	Community Development		
1.5.1.03	Review the Living Well Ageing Strategy 2016-2021				X	1.5.3	Strategy reviewed by 30 June 2021	Community Development		
1.5.1.04	Advocate for equitable and appropriate access to public transport where required	X	X	X	X	1.5.4	Number of representations made	Local Transport		
1.5.1.05	Advocate for the continued supply of secure and affordable quality	X	Х	X	X	1.5.5	Number of representations made	Community Development		

DP#	Action	Opero	itional Pl	an / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
	water supply for the City							
1.5.1.06	Provide and support activities for young people to be involved in	Х	X	X	Х	1.5.6	Number of activities undertaken by Council to support young people	Community Developmen
1.5.1.07	Maintain bicycle paths to encourage physical activity	X	Х	X	X	1.5.7	Community satisfaction	Local Transport



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#### KEY DIRECTION 2 - OUR ECONOMY

Broken Hill is a leader in remote community resilience; where the community unites to tackle problems and a global perspective is applied to deliver broad prospects for economic participation.

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013 community consultative process and confirmed through the 2017 community consultative process further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

The emphasis our community has given towards a sustainable economy recognises the imperative to innovate, problem solve and create new opportunity in order to remain relevant in a global environment that is marked by rapid social and technological change.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. Now the local community is not the only source market for our goods and services and we all see the clear need for high-speed broadband to connect Broken Hill to the world and enable us to fully capitalise on the opportunities that this infrastructure creates.

In order to reduce our reliance on the mining industry, the community identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today. This means building on existing economic platforms, like art, culture and tourism, and building on new opportunities such as technology, renewable energies and education.

Not only must we seek prospects for new business investment, we must also encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunity.

Broken Hill has history of resilience and getting things done. It is a leader in remote community revitalisation and as end-of-mine life becomes a reality on the horizon, we collectively recognise the need to work in collaboration, look 'outside the box' and break new ground in order to assure our sustainable future.

The tables to follow provide objectives to help us meet the overall goal for 'Our Economy' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

DP#	Action	Operat	ional Plar	n / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.1.1.01	Collaborate with relevant partners to plan a summit to discuss economic conditions and unite leaders for a whole-of-City approach to economic development		Х			2.1.1	Economic summit held	Economic Development
2.1.1.02	Contribute to the provision of information suitable for a diverse audience in relation to economic activity in the City	X	Х	Х	X	2.1.1	Up to date economic information available widely	Economic Development
2.1.1.03	Collaborate with government and industry partners to explore investment	X	X	X	X	2.1.2	Four representations to government per annum	Economic Development
	opportunities for the City						Number of informative responses to potential investors	
2.1.1.04	Develop and promote a Tourism and Hospitality Investment Opportunities Portfolio that identifies and promotes opportunities to encourage privatesector investment in Broken Hill (e.g. accommodation, retail, hospitality, film, arts)	X	X	X	X	2.1.2	Two new tourism investments achieved	Economic Development
2.1.1.05	Collaborate with key stakeholders to increase value for new and existing businesses	Х	X	Х	Х	2.1.2	Collaborative participation in meetings, projects and workshops	Economic Development
2.1.1.06	Advocate to maintain or improve air, rail and road access to the region	X	Х	X	Х	2.1.3	Advocacy activities and transport data are monitored and reported	Strategic Transport
2.1.1.07	Advocate for funding to achieve elements of the Broken Hill Living Museum + Perfect Light Plan	X	X	X	X	2.1.4	Funding achieved	Economic Development

DP#	Action	Operat	onal Plai	n / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.1.1.08	Consider ways to better use Council owned assets, particularly in Argent Street and Patton Village, to encourage the establishment of innovative tourism and hospitality ventures	Х	Х	Х	Х	2.1.4	Identify and include opportunities for Council owned assets in Tourism and Hospitality Investment Opportunities Portfolio	Economic Development
2.1.1.09	Develop and implement Business Plans for key Council owned assets to assure their economic viability and business focus	X	X	X	X	2.1.5	Businesses plans developed:  Broken Hill Regional Art Gallery  Albert Kersten Mining & Mineral Museum  Living Desert and Sculptures  Visitor Information Centre  Civic Centre  Memorial Oval	Economic Development
2.1.1.10	Advocate to improve opportunities for technology and innovation, including the roll-out of high speed broadband to include Broken Hill	X	X	Х	X	2.1.6	Far West Economic Update annually indicates an increase in technology related advancements	Economic Development
2.1.1.11	Develop Smart Community Framework	Х				2.1.6	Framework developed by 30 June 2018	Economic Development
2.1.1.12	Implement strategies from the Smart Community Framework in regards to Wi-Fi activation throughout the City		X	X	X	2.1.6	Number of strategies implemented	Economic Development
2.1.1.13	Provide support for renewable energy innovation	X	X	X	X	2.17	Number of related project enquiries	Economic Development

2.1. Our	economy is strong and diversified and att	racts pec	pple to w	ork, live o	and inves	t		
DP#	Action	Operat	ional Plar	n / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.1.1.14	Support the development of indigenous culture in the City through the implementation of a Memorandum of Understanding with West Darling Arts	X	Х	Х	X	2.1.7	Memorandum of Understanding developed and signed	Tourism Development
2.1.1.15	Implement actions to increase participation of arts and cultural enterprises in the tourism industry	X	X	Х	X	2.1.7	Increased participation of arts and cultural enterprises in tourism related initiatives	Tourism Development
2.1.1.16	Develop a Community Hub Framework and Active Living Plan	X				2.1.8	Framework and Plan developed by 30 June 2018	Economic Development
2.1.1.17	Implement initiatives from the Community Hub Framework and Active Living Plan		Х	Х	Х	2.1.8	Number of initiatives and projects achieved	Economic Development
2.1.1.18	Develop and maintain a City information pack for new and potential residents to promote living in Broken Hill	X	Х	Х	X	2.1.8	Information pack developed and maintained to be current	Economic Development

2.2 We c	re a destination of choice and provide a	real expe	erience th	nat encou	urages in	creased vis	itation	
DP#	Action	Operational Plan / LTFP			TFP	Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.2.1.01	Participate in tourism industry boards and working parties	X	X	X	Χ	2.2.1	Active participation	Tourism Development
2.2.1.02	Work collaboratively with Destination Country and Outback NSW, Destination NSW and local operators to develop and implement future marketing and promotional initiatives	X	X	X	X	2.2.1	Marketing programs achieved and demonstrate increase in tourism numbers against previous year	Tourism Development

DP#	Action	Op	erationa	l Plan / L	TFP	Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.2.1.03	Participate in a review to establish an effective industry governance model for tourism in Broken Hill and the Far West	X				2.2.1	Final report	Tourism Development
2.2.1.04	Collect destination based information and contribute to analysis in order to inform tourism related decision-making	X	X	Х	Х	2.2.2	Annual report provided to industry	Tourism Development
2.2.1.05	Review the Broken Hill Strategic Tourism Plan 2010-2020		Х			2.2.2	Review the Broken Hill Strategic Tourism Plan 2010-2020 reviewed by 30 June 2019	Tourism Development
2.2.1.06	Ensure the strategies contained within Broken Hill Strategic Tourism Plan remain informed	X	X	X	X	2.2.2	Strategy review undertaken	Tourism Development
2.2.1.07	Collaborate with businesses to enhance visitors experience and maximise yield	X	X	Х	Х	2.2.3	Increased participation in tourism partnership program	Tourism Development
2.2.1.08	Investigate sustainability training and accreditation programs for tourism operators	Х	X	X	X	2.2.3	Conduct two industry forums	Tourism Development
2.1.1.09	Adopt a 'whole of destination' approach to the development, management and marketing of	X				2.2.4	Broken Hill Attractions and Interpretation Strategy complete	Tourism Development
	attractions and experiences for Broken Hill						Wayfinding and Whole- of-Destination Interpretive Framework developed	
2.1.1.10	Implement strategies from the Wayfinding and Whole-of-Destination		X	Х	Х	2.2.4	Number of initiatives completed	Tourism Development
	Interpretive Framework						Undertake an audit for tourism related signage in	

2.2 We a	re a destination of choice and provide a r	eal expe	rience th	at enco	ıraaes in	creased vis	the City	
DP #	Action			l Plan / L		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.2.1.11	Investigate opportunities arising from Broken Hill's listing as a Heritage City	Х	Х	Х	Х	2.2.4	Review of heritage opportunities is complete	Tourism Development
2.2.1.12	Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of Broken Hill in history	Х	X	X	X	2.2.4	Two new heritage tourism products developed annually	Tourism Development
2.2.1.13	Undertake a benchmark study of other heritage listed mining cities world-wide to understand their strategies for tourism	X				2.2.4	Global benchmark study is finalised	Tourism Development
2.2.1.14	Operate the Visitor Information Centre as a hub for the visitor economy		2.2.4	Number of people visiting centre per annum	Tourism Development			
				Increase of website visits from previous year	visits			
							Tourist and Travellers Centre 90% occupancy maintained	
2.2.1.15	Promote the Regional Art Gallery as a tourist attraction	X	X	X	X	2.2.4	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.16	Promote the Albert Kersten Mining & Mineral Museum as a tourist attraction	X	Х	Х	X	2.2.5	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.17	Promote the Living Desert as a tourist attraction	X	X	X	X	2.2.5	Number of people visiting per annum/number of visitors	Tourism Development
2.2.1.18	Operate the Broken Hill Airport	X	Х	Х	X	2.2.5	Meet Civil Aviation Safety Authority and other legislative requirements	Strategic Transport

DP#	Action	On	erationa	l Plan / Li	(FP	Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.2.1.19	Consider alternative airport management and operation arrangements	Х				2.2.5	Investigate possible EOI and report findings to Council	Strategic Transport
2.2.1.20	Explore funding opportunities and lobby to allow an upgrade to the Broken Hill Airport in accordance with the Airport Master Plan	X	X	X	X	2.2.5	Number of representations made	Strategic Transport
2.2.1.21	Review Council's facilities and capacity to service the caravan and motor home market	Х				2.2.5	Review complete	Tourism Development
2.2.1.22	Integrate the Brand into marketing and communication objectives for the City including external and internal audiences	Х	Х	Х	Х	2.2.6	Brand integrated into all relevant programs and communications	Economic Development
2.2.1.23	Promote Broken Hill as a centre for film and production in Regional Australia and secure film activity for the City and region	X	X	X	X	2.2.7	Six productions annually	Tourism Development
2.2.1.24	Position Civic Centre as a hub for conference and entertainment in Regional Australia	Х	Χ	X	X	2.2.8	15% increase in enquiries of Civic Centre across all event categories	Economic Development
2.2.1.25	Support growth of established 'signature' festivals and events for Broken Hill	X	X	X	X	2.2.8	Minimum of two festivals and/or events supported	Tourism Development
2.2.1.26	Develop a Broken Hill Conference and Events Strategy to better coordinate, manage and promote Broken Hill as a Meetings, Incentives, Conventions and Exhibition (MICE) location	X				2.2.8	Strategy is developed by 30 December 2017	Economic Development

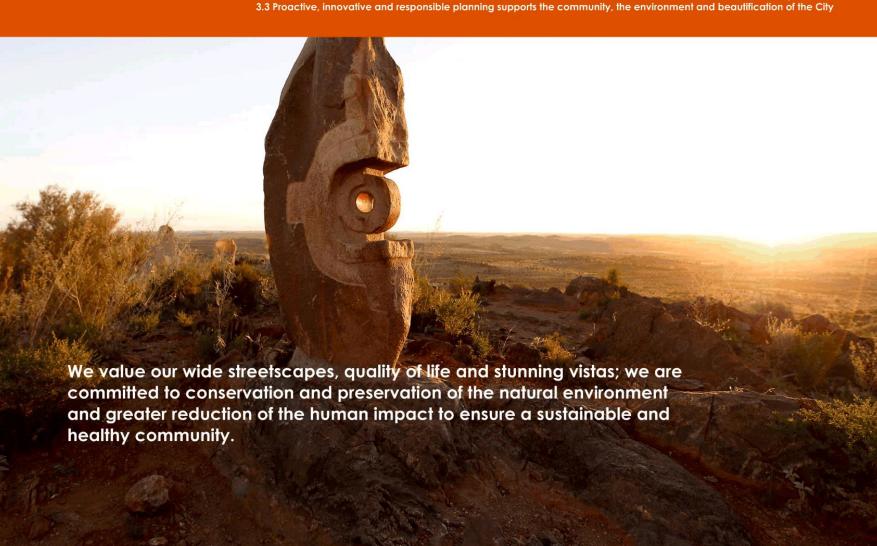
DP#	Action	Op	Operational Plan / LTFP				Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.2.1.27	Implement actions from the Broken Hill Conference and Events Strategy		Х	Х	Х	2.2.8	Number of actions implemented	Tourism Development
2.2.1.28	Develop themed day-trip and extended stay itineraries suitable for tourists, media, dignitaries and conference delegates		X			2.2.8	Itineraries developed	Tourism Development

DP#	Action	Operat	ional Plar	ı / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.3.1.01	Complete a skills audit for the City		Х			2.3.1	Advocate for funding Provide input into the Broken Hill skills audit	Economic Development
2.3.1.02	Participate on committees and working parties associated with education and training	X	Х	Х	X	2.3.2	Active participation	Economic Development
2.3.1.03	Develop and maintain partnerships with Universities that provide value to our local community	Х	Х	Х	Х	2.3.2	Actively maintain and develop partnerships	Economic Development
2.3.1.04	Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City	X	Х	X	X	2.3.2	Active participation	Economic Development
2.3.1.05	Support initiatives targeting skills development of indigenous and non-indigenous disadvantaged to increase employment potential and participation	Х	Х	Х	Х	2.3.3	Number of requests supported	Economic Development

DP#	Action	Operat	ional Plar	ı / LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
2.3.1.06	Advocate for additional support and assistance for distance education students completing tertiary education	X	Х	Х	Х	2.3.4	Representations made	Economic Development
2.3.1.07	Provide publically available equipment and space at Council's Library for student use	X	Х	Х	Х	2.3.4	Facilities provided with access to internet and up to date software	Economic Development

#### KEY DIRECTION 3 - OUR ENVIRONMENT

3.1. Our environmental footprint is minimised 3.2 Natural flora and fauna environments are enhanced and protected



AL PLAN 2017/2018 INCLUSIVE OF THE OF REVENUE POLICY AND DRAFT SCHEDULE CHARGES 2017/2018

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#### KEY DIRECTION 3 - OUR ENVIRONMENT

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time we value the natural environment, using it for our social and economic gain, human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges for our community are similar to those of people across the world as sustainability is given areater focus and importance for our future generations.

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 expressed a number of significant aspirations for the future which are incorporated in this planning document.

The tables to follow provide objectives to help us meet the overall goal for 'Our Environment' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
3.1.1.01	Review the Waste Management Strategy	Х				3.1.1	Review completed and document adopted by 30 June 2018	Waste Management
3.1.1.02	Implement the recommendations of the Waste Management Strategy		Х	X	Х	3.1.1	Actions are undertaken as indicated in the Operational Plan	Waste Management
3.1.1.03	Investigate and implement opportunities to expand recycling services for the City	X	X	X	Х	3.1.1	Increased tonnage of recyclables processed from previous year	Waste Management
							Investigate kerb recycling options	
3.1.1.04	Develop and implement an efficient and cost effective organics management process	Х	X	X	X	3.1.1	Increased tonnage of green waste processed from previous year	Waste Management
	that allows beneficial use of end product						Processes meet state regulations	
3.1.1.05	Investigate and develop strategies to divert commercial and industrial waste from landfill		X	X	X	3.1.1	Decrease the amount of commercial and industrial waste delivered to landfill from previous year	Waste Management
3.1.1.06	Incorporate NSW Climate Change Policy Framework in Council's business planning and operations	X	X	X	Х	3.1.2	NSW Climate Change Policy Framework implemented in project planning	Environmental Footprint
						Reduction in energy consumption across Council assets		

DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
							Adaptation projects for climate change implemented	
3.1.1.07	Investigate and develop strategies to reduce water consumption use across Council's assets	X	X	X	X	3.1.2	Reduction in water usage from previous year	Environmental Footprint
3.1.1.08	Investigate illegal waste dumping and potential controls to manage		X	X		3.1.3	Baseline data and controls in place	Public Health
3.1.1.09	Provide information to our community in relation to their environment	X	X	X	X	3.1.3	An annual supplementary State of the City report is developed to assist with the end of term State of Environment report	Public Order
3.1.1.10	Undertake activities that support a clean environment	X	Х	Х	Х	3.1.3	Participate in the annual Clean Up Australia Day	Natural Environment
							Implement actions from the Remediation Action Plan for Asbestos (Airport Road Site)	
							Support implementation of Container Deposit Scheme through advertising and media outlets	

3.1. Our	environmental footprint is minimised	<b>d</b>						
DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
3.1.1.11	Promote reduce, recycle, reuse through waste education program	X	Х	Х	Х	3.1.4	Undertake minimum of two education activities annually	Waste Management
3.1.1.12	Advocate to secure a permanent clean, reliable and	X	Х	X	X	3.1.5	Attendance at stakeholder meetings	Environmental Footprint
	sustainable water supply for the City						Advocate when relevant	
3.1.1.13	Participate in Annual Environmental Management Reviews (AEMRs)	X	X	X	X	3.1.6	Attendance at annual meetings	Sustainability After Mining
3.1.1.14	Participate in stakeholder reference groups in relation to	X	Х	Х	Х	3.1.6	Participation in Lead Reference Group	Sustainability After Mining
	mining operations in the City						Participation at End of Mine Life Plans stakeholder group meetings	
3.1.1.15	Advocate for a sustainable Darling River system that ensures the health and wellbeing of the communities that live along it and enriches the Economic, Social, Environmental and Cultural values that has been part of its long history	X	X	X	X	3.1.7	Representations made	Environmental Footprint

3.2 Natur	3.2 Natural flora and fauna environments are enhanced and protected											
DP#	Action	Operatio	nal Plan / I	LTFP		Link to	Measure	Function				
		17/18	18/19	19/20	20/21	CSP						
3.2.1.01		X	X	X	X	3.2.1	Length of fences repaired/replaced	Natural Environment				

DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
	Implement the actions included in the plan of management for						Number of reports of unauthorised entry	
	The Regeneration Areas						Hectares of noxious weed control completed	
3.2.1.02	Participate in school education programs and tours of environmental facilities	X	X	Х	Х	3.2.2	At least three school education visits undertaken annually	Natural Environment
.2.1.03	Implement the actions included	X	X	X	X	3.2.3	Number of Visitors	Natural
	in The Living Desert Plan of Management						Number of events held on site	Environment
							Number of working bees completed	
							Volunteer hours implemented on site	
							Sculptures and facilities maintained	
.2.1.04	Implement the actions included in the Animal Management Plan	X	Х	Х	X	3.2.3	Six monthly fauna surveys completed	Natural Environment
	Flora and Fauna Sanctuary in the Living Desert						One vegetation survey completed annually	
.2.1.05	Implement the actions included in the plan of management for The Willyama Common	X	X	Х	X	3.2.3	Number of leasing/licencing enquiries received	Natural Environment
3.2.1.06	Support and encourage volunteers and environmental		Х	Х	Х	3.2.3	Volunteer base retained and enhanced	Natural Environment
	groups to actively protect and enhance the natural						Number of working bees completed	

DP#	Action	Operation	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
	environment at the Living Desert Reserve, the Regeneration Areas, the Willyama Common and Riddiford Arboretum						Environmental group activities recorded	
3.2.1.07	Manage and operate the Living Desert Primitive Camping Ground	X	X	X	X	3.2.3	Number of visitors utilising the facility	Natural Environment
3.2.1.08	Undertake an annual assessment of identified noxious weeds and pests and implement control measures to ensure that they are controlled in an appropriate manner	X	X	X	X	3.2.4	Annual assessment undertaken Noxious weeds program implemented	Natural Environment

3.3 Proad	ctive, innovative and responsible pl	anning sup	ports the	communit	y, the envi	ronment an	d beautification of the City	
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
3.3.1.01	Review the Local Environmental Plan	X				3.3.1	Review completed by 30 June 2018	Built Environment
3.3.1.02	Review Council's Local Orders Policy	Χ	X	X	X	3.3.1	Policy reviewed annually	Built Environment
3.3.1.03	Ensure compliance activities promote a public safety and environmental control	X	X	X	X	3.3.1	Development control activities undertaken in accordance with legislation	Built Environment
							Policies reviewed	
3.3.1.04	Review the Heritage Strategy			Х		3.3.2	Heritage Strategy reviewed by 30 June 2020	Built Environment

DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
3.3.1.05	Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City	Х	Х	Х	Х	3.3.2	80% of recommendations implemented each year, where funding is available	Built Environment
3.3.1.06	Implement actions from Asset Management Plans	X	Х	Х	Х	3.3.3	Number of actions implemented	Built Environment
3.3.1.07	Review Council's Asset Management Plan for Stormwater Drainage	X				3.3.3	Plan reviewed by 30 June 2018	Stormwater Management
3.3.1.08	Implement actions from the Asset Management Plan for Stormwater Drainage		Х	Х	X	3.3.3	Number of actions implemented	Stormwater Management

## Attachment 1 Draft Delivery Program 2017 - 2021 KEY DIRECTION 4 - OUR LEADERSHIP 4.1 Openness and Transparency in Decision Making 4.2 Our Leaders make Smart Decisions 4.3 We Unite to Succeed in Australia's First Heritage Listed City 4.4 Our Community is Engaged and Informed We have strong civic and DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2017/2018 community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history.

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### KEY DIRECTION 4 - OUR LEADERSHIP

Community leadership is essential to ensure the goals and objectives of this long term plan are achieved. The creation and strengthening of social capital within a community is extremely important to local communities, particularly those undergoing change.

Social capital can be defined as "the relationships and networks within a social structure where individuals contribute to the common good" (Flora, 1998).

Over the history of Broken Hill, there have been a number of organisations that have held key leadership positions within the City. Most notable, the mining industry and the unions have held strong influence over the social, economic and environmental wellbeing of our community in years gone by.

As the mining industry has contracted and the economy has become less local and more global, the community has increasingly looked to Council for leadership.

Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill. Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 all continued to express the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

The tables to follow provide objectives to help us meet the overall goal for 'Our Leadership' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.

4.1	Openness and Transparency in De	cision Mc	ıking					
DP#	Action	Operatio	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.1.1.01	A public forum is made available at each Council meeting to allow public input prior to a decision being made	X	X	X	X	4.1.1	Public forum is available at each Council Special and Ordinary meeting	Leadership & Governance
4.1.1.02	All public documents including business papers are made available on Council's website	Х	Χ	Х	X	4.1.1	100% compliance with Agency Information Guide	Corporate Support
4.1.1.03	When making decisions, Council considers social, environmental and economic sustainability	X	X	Х	X	4.1.2	Increased community confidence in Council	Leadership & Governance
4.1.1.04	All conflicts of interest are declared in accordance with Council's Code of Conduct	Х	Х	Х	X	4.1.3	100% compliance with reporting of Conflicts of Interest	Leadership & Governance
4.1.1.05	Code of Conduct	Х	X	Х	X	4.1.3	Nil complaints received under Code of Conduct	Leadership & Governance
4.1.1.06	The Council leadership group works well together to serve the community	Х	Х	Х	Х	4.1.3	Workshops and briefings held	Leadership & Governance
4.1.1.07	Quarterly Budget Reviews are completed quarterly in accordance with guidelines	Х	Х	Х	X	4.1.3	100% compliance with guidelines	Financial Management
4.1.1.08	Long Term Financial Plan is reviewed annually	Х	Χ	X	X	4.1.3	Review undertaken	Financial Management
4.1.1.09	Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes	X	X	Х	X	4.1.3	100% compliance with accounting standards and codes	Financial Management

4.1	Openness and Transparency in De	ecision Mc	ıking					
DP#	Action	Operatio	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.1.1.10	Council continually manages risks and identifies any new risks	Χ	Х	Χ	Χ	4.1.3	Provision of Risk Register	Corporate Support
	insis and identifies any new risks						Audit committee reviews strategic risks	
4.1.1.11	Provide a Project Management Framework, inclusive of standard project methodology	X	X	X	Х	4.1.3	Project Management Framework is current and relative	Corporate Support
4.1.1.12	Community Strategic Plan reviewed at each new term of Council term in accordance with the Integrated Planning and Reporting (IP & R) Guidelines				X	4.1.3	100% compliance with IP & R Guidelines	Corporate Support
4.1.1.13	Six monthly Delivery Program progress reports in accordance with the IP & R Guidelines	Х	X	Х	Х	4.1.3	100% compliance with IP & R Guidelines	Corporate Support
4.1.1.14	Develop a new Operational Plan each year in accordance with IP & R Guidelines	Х	X	Х	Х	4.1.3	Operational Plan reviewed annually	Corporate Support
4.1.1.15	Annual Report is prepared in accordance with IP & R Guidelines	Х	X	Х	Х	4.1.3	100% compliance with IP & R Guidelines	Corporate Support
4.1.1.16	End of Term Report is prepared in accordance with IP & R Guidelines				Х	4.1.3	Compliance with IP & R Guidelines	Corporate Support
4.1.1.17	State of Environment Report is prepared in accordance with IP & R Guidelines				X	4.1.3	Compliance with IP & R Guidelines	Corporate Support

4.1	Openness and Transparency in De	ecision Mo	aking					
DP#	Action	Operation	onal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.1.1.18	Workforce Management Plan in accordance with IP& R Guidelines	Х	Х	Х	Х	4.1.3	Compliance with IP & R Guidelines	Corporate Support
4.1.1.19	Asset Management Plans in accordance with IP & R Guidelines	Х	X	Х	X	4.1.3	Compliance with IP & R Guidelines	Asset Management
4.1.1.20	Disability Inclusion Action Plan 2017-2021 in accordance with legislative requirements	Х	X	Х	Х	4.1.3	% of actions implemented	Corporate Support
4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements	X	X	X	X	4.1.3	Compliance with annual Office of Local Government compliance calendar	Corporate Support
4.1.1.22	Information and Communications Technology Strategy is implemented	Х	X	X	X	4.1.3	Strategy is developed  Number of actions implemented	Corporate Support
4.1.1.23	Information management is maintained in accordance with legislation	X	X	X	Х	4.1.3	Compliance with legislation	Corporate Support

4.2 Our L	eaders make Smart Decisions							
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.2.1.01	Decisions are made in a timely manner to ensure effective delivery	Х	Х	Х	Х	4.2.1	Number of decisions deferred or amended	Leadership & Governance

DP #	Action	Operatio	nal Plan /	ITEP		Link to	Measure	Function
Dr #	Action				00/01	CSP	Medsore	FUNCTION
		17/18	18/19	19/20	20/21			
4.2.1.02	Encourage attendance at meetings, briefings and committees	Х	Х	X	Х	4.2.2	Increased attendance from previous year	Leadership & Governance
4.2.1.03	Monitor potential changes to government policy and legislation and make submission where considered important for the local community	X	X	X	X	4.2.2	Submissions made as appropriate	Leadership & Governance
4.2.1.04	Accept and seek out opportunities to attend training and events that provide value through information, ideas and solutions that add value to our community	X	X	X	X	4.2.2	Attendance at relevant events/training	Leadership & Governance
4.2.1.05	Encourage representation on working groups and committees designed to address issues that may impact our local area	X	X	X	X	4.2.2	Attendance at working groups and committees	Leadership & Governance
4.2.1.06	Monitor demographic changes within the community and consider the likely implications upon Council and the City	X	X	X	X	4.2.2	Annual assessment undertaken	Leadership & Governance
4.2.1.07	Strengthen staff capacity through workforce development	X	X	X	X	4.2.3	100% skills reviews complete	Corporate Support
	and planning activities						All staff have individual learning and development plans developed	
4.2.1.08	Continue to implement strategies to address Council's financial sustainability	Х	Х	Х	Х	4.2.3	Improvement in Council's long term financial sustainability	Leadership & Governance

4.2 Our L	eaders make Smart Decisions							
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.2.1.09	Continue to implement the Rating Strategy to reduce Council's reliance on the mining industry for revenue generation	X	X	X	X	4.2.3	Reduction of reliance on mining industry for revenue	Financial Management
4.2.1.10	Implement Service Review Framework	X	X	Х	X	4.2.3	Framework implemented by 30 June 2018	Leadership & Governance
4.2.1.11	Improve performance management and reporting	X	X	X	X	4.2.3	Increased productivity measured by community satisfaction	Corporate Support
4.2.1.12	Increase leadership capacity within Council	X	X	Χ	Χ	4.2.3	Community satisfaction	Leadership & Governance
4.2.1.13	Develop strong relationships with key government departments and personnel	X	X	Х	X	4.2.3	Number of representations made	Leadership & Governance
4.2.1.14	Undertake service reviews on Council services to ensure effective delivery of service	X	X	Х	Χ	4.24	Number of service reviews undertaken	Asset Management
4.2.1.15	Review Asset Management Plans annually	X	X	X	X	4.24	Review undertaken	Asset Management

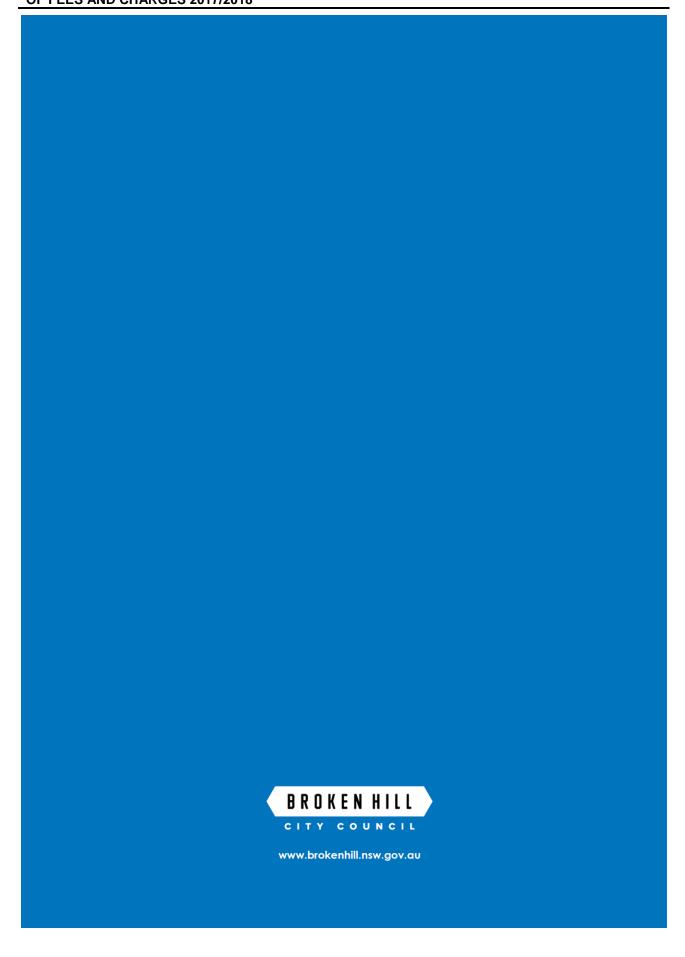
4.3 We U	nite to Succeed in Australia's First H	eritage List	ed City					
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.3.1.01	Develop working parties for key issues and projects impacting Council and the City	X	X	X	X	4.3.1	Working parties developed and relevance reviewed where required	Leadership & Governance

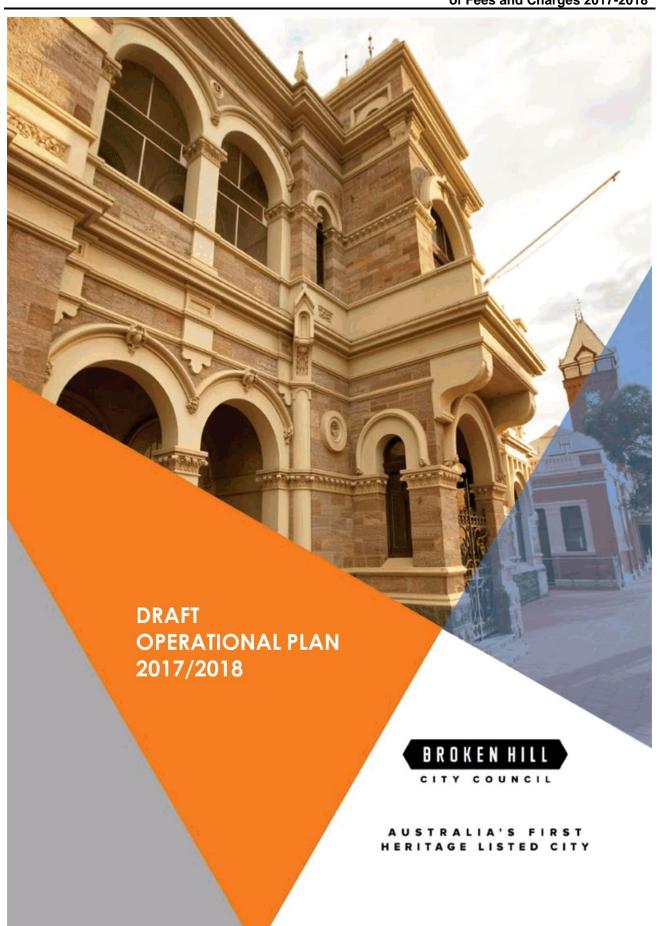
DP #	Inite to Succeed in Australia's First H			ITED		Link to	Measure	Function
DP#	Action		onal Plan /			CSP	Medsure	Function
		17/18	18/19	19/20	20/21	C31		
4.3.1.02	Support Council's Section 355 Committees in undertaking their duties with Council	Х	X	Х	Х	4.3.1	Strong Section 355 volunteer base retained	Corporate Support
4.3.1.03	Develop and strengthen relationships with the local Aboriginal community	X	X	X	X	4.3.1	Attendance at meetings and other gatherings with the local Aboriginal community	Leadership & Governance
4.3.1.04	Support local groups and individuals by attending and supporting events and activities providing a positive impact on the community	X	Х	X	X	4.3.1	Attendance at events and activities	Leadership & Governance
4.3.1.05	Gain a better understanding of possible alignments with stakeholders to ensure opportunities to work together are identified	X	X	X	X	4.3.1	Number of initiatives undertaken in collaboration	Leadership & Governance
4.3.1.06	Provide leadership, structure and support to the Community Round Table or equivalent body in their review and management of the Community Strategic Plan	Х	Х	X	X	4.3.2	Quarterly meetings held	Corporate Support
4.3.1.07	Maintain a strong relationship and regularly engage with the local State Member	X	X	Х	X	4.3.3	Meetings held at least quarterly	Leadership & Governance
4.3.1.08	Maintain a strong relationship and regularly engage with the local Federal Member	Х	X	X	Х	4.3.3	Meetings held at least twice annually	Leadership & Governance

4.3 We U	Inite to Succeed in Australia's First H	eritage Lis	ted City					
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.3.1.09	Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers	X	X	X	X	4.3.3	Meetings held at least twice annually	Leadership & Governance
4.3.1.10	Advocate for a range of services necessary to meet community needs	Χ	Χ	X	X	4.3.4	Advocacy provided where required	Leadership & Governance
4.3.1.11	Consider and further investigate the concept and potential for value through a strengthened whole of government approach for the Far West	X	X	X	X	4.3.4	Active participation in Local Government Reform activities	Leadership & Governance

4.4 Our 0	Community is Engaged and Informe	d						
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.4.1.01	Develop, implement and maintain a communication and community engagement strategy	X	X	X	X	4.4.1	Strategy developed by 30 June 2018 and maintained to be current and relevant	Customer Relations
4.4.1.02	Develop and implement individual communications and engagement plans and strategies for specific projects	X	X	X	Χ	4.4.1	Plans developed and implemented where required	Customer Relations
4.4.1.03	Community Engagement Strategy developed for Community Strategic Plan review in accordance with IP& R guidelines				X	4.4.1	Strategy developed	Customer Relations

4.4 Our (	Community is Engaged and Informe	d						
DP#	Action	Operatio	nal Plan /	LTFP		Link to	Measure	Function
		17/18	18/19	19/20	20/21	CSP		
4.4.1.04	Communication and service standards initiatives are	Х	Х	Х	Х	4.4.2	Number of initiatives developed	Customer Relations
	developed to increase community awareness and confidence						Increased community satisfaction	
4.4.1.05	Undertake activities in Local Government week aimed at increasing the community's understanding of the role and responsibility of Local Government	X	X	X	X	4.4.3	Activities undertaken	Leadership & Governance
4.4.1.06	Educate the community in relation to issues and opportunities impacting upon Council and the community	X	X	Х	X	4.4.3	Number of easy to read fact sheets developed	Customer Relations
4.4.1.07	Actively participate in undertaking presentations for community groups and associations in relation to Council activities, projects, challenges and opportunities	X	Х	Х	Х	4.4.3	Number of presentations made	Leadership & Governance







QUALITY CONTROL	L					
KEY DIRECTION	4. Our Leaders	ship				
OBJECTIVE	4.1 Openness	and Transpare	ency i	n Decision Making		
FUNCTION	Leadership & Governance					
STRATEGY	4.1.3 Decision-makers provide accountability through planning and reporting frameworks					
FILE REFERENCE NO	16/157	TRIM No		D17/647		
RESPONSIBLE OFFICER	General Mana	ager				
REVIEW DATE	June 2018					
	ACTION MINUTE No.					
DATE	ACTION		MIN	UTE No.		
DATE  26 April 2017	ACTION  Endorsed by C Public Display	Council for	MINI	UTE No.		
	Endorsed by C		MINI	UTE No.		
26 April 2017	Endorsed by C Public Display		MINU	UTE No.		

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### INTRODUCTION

## **EXECUTIVE SUMMARY**

This document is Broken Hill City Council's Operational Plan for the next year.

### MESSAGE FROM YOUR MAYOR

Before describing this Operational Plan, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in consultation with the community in 2010, and has been reviewed in 2013, 2014, and 2017 to ensure it remains current and relevant.

Community engagement has been at the heart of each review, and thousands of locals have provided input to ensure the wishes and expectations of the community are reflected in the plan.

The next step is working to realise the community's aspirations, and the 2017/18 Operational Plan outlines the activities that Council will undertake over the coming 12 months to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds, and the kinds of services and activities that they can expect to be provided in their community in the coming year.

It provides a clear framework around Council's performance, and enables us to be open and accountable to the public.



Council remains committed to improving its performance, and is currently undertaking a four-year Service Review process to examine all aspects of its operations and make improvements where possible.

We hope this Operational Plan provides a useful guide to Council's future activities, and encourage all residents to provide input to the Service Review process as it is rolled out over the next four years.

Councillor Darriea Turley MAYOR

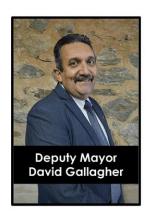
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### YOUR COUNCILLORS

The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the Local Government Act 1993, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the local community and the governing body"; and "is accountable to the local community for the performance of the council".







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### VISION, MISSION AND VALUES

### **OUR COMMITMENT**

### **OUR VISION**

Broken Hill is a vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.

### **OUR MISSION**

vidos biab o sity livir

Council provides high quality services facilitate a prosperous economy.	and leadership to enhance community living and
OUR STATEMENT OF VALUE	
INSPIRING	
We're leading Broken Hill into the Future	<ul> <li>This means we:</li> <li>Recognise change starts with us</li> <li>Share our passion</li> <li>Act as positive role models</li> <li>Are focused on delivering results</li> </ul>
OPEN	
We're transparent and honest	<ul> <li>This means we:</li> <li>Are united</li> <li>Are reliable – when we make a decision we stick to it</li> <li>Can be trusted</li> <li>Are always available to listen</li> </ul>
ORIGINAL	
We're pioneering new ideas while remembering what makes us unique	<ul> <li>This means we:</li> <li>Won't forget our past, even when forging our future</li> <li>Are open to new ideas and think outside the square</li> <li>Champion our uniqueness</li> <li>Look for new solutions rather than relying on the</li> </ul>

### HUMAN

We're involved in the communit	W	le	're	invol	ved	in	the	commun	nit	y
--------------------------------	---	----	-----	-------	-----	----	-----	--------	-----	---

### This means we:

old ways

- Respect diversity and how different people
- Value doing it together
- Have a genuine sense of humanity

### **FEARLESS**

### We're up for the challenge

### This means we:

- Strive to solve our own problems
- Defend what's important to our community
- Are prepared to take the lead
- Take opportunities and make something of
- Are not afraid to make tough decision

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### **KEY DIRECTION FUNCTIONS**

### FUNCTIONS OF COUNCIL

### KEY DIRECTION 1 - OUR COMMUNITY

### Arts & Culture

Charles Rasp Memorial Library Broken Hill Regional Art Gallery

Albert Kersten Mining & Mineral Museum

**Broken Hill Archives** 

### **Community Development**

Community Assistance

### **Community Facilities**

Cemetery

Broken Hill Regional Aquatic Centre

Halls and Community Centres

**Public Amenities** 

### **Local Transport**

**Bus Shelters** 

Footpaths and Bike Tracks

Road Furniture Local Roads Car Parks Traffic Control

### **Open Spaces**

Parks and Reserves

Sportsarounds

### **Public Health**

Health Administration and Inspections

### **Public Order**

Sustainabilty and Evironmental Management Parking and Other Ranger Services

Animal Control

### **Public Safety**

Street Lighting **Emergency Services** 

### KEY DIRECTION 2 - OUR ECONOMY

### **Economic Development**

Economic Development

Civic Centre

Area Promotion and Events

### **Property Development**

Land Development and Sales

### **Strategic Transport**

Regional Roads State Roads

Airport

### **Tourism Development**

Tourism

Film Promotion

### KEY DIRECTION 3 - OUR ENVIRONMENT

### **Waste Management**

Waste Management Operations

Garbage Collection

Street Cleanina

### Sustainability After Mining

Willyama Common Regeneration Area

### **Natural Environment**

Noxious Weeds Living Desert

### **Environmental Footprint**

### Energy

**Built Environment** 

Historic Buildings Preservation

Town Planning

### Stormwater Management

Stormwater Drainage

Kerb and Gutter

### KEY DIRECTION 4 - OUR LEADERSHIP

### Leadership & Governance

**Elected Members** 

General Manager **Financial Management** 

### Corporate Services Management

Financial Control

Revenue

**Payroll** 

Procurement and Payables

### Corporate Support

Risk Management and Insurance

Information Technology Services

Records Management

**Human Resources** Governance

**Business Excellence** 

### **Customer Relations**

Media and Communications

**Customer Relations** 

### **Asset Management**

Infrastructure Engineering Management

Infrastructure Administration

Asset Management and Technical Services

### **Operations Management**

Mechanics Workshop

Plant and Vehicle Maintenance

Warnock Street Works Depot

Private Works

Billable Works

### **Buildings & Property**

Buildings - Structures Maintenance and

Operations

**Buildings - Propery Commercial** 

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## THE FRAMEWORK

In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW councils.

The Integrated Planning and Reporting Framework require councils to develop a **Community Strategic Plan**, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four year Council **Delivery Program**.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a **Resourcing Strategy** is prepared to address long term asset management,

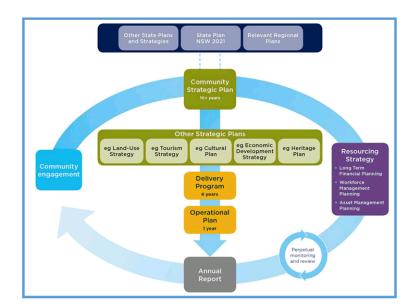
financial management and workforce planning.

The **Operational Plan** is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four yearly review in line with Local Government Elections.

The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time. The Plan was subsequently reviewed after a significant community engagement exercise in 2013.



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## DISABILITY INCLUSION ACTION PLANNING

Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our Community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how they live their lives and enjoy the benefits of living and working in our community.

The Disability Inclusion Act 2014 (NSW), was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The Disability Inclusion
Act 2014 (NSW),
requires all local
government organisations to produce a
Disability Inclusion Action Plan (DIAP)
setting out measures enabling people with
a disability to access general support and
services and fully participate in the
community.



Developing positive community attitudes and behaviours

**Creating liveable communities** 

Improving access to services through better systems and processes

Supporting access to meaningful employment

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### THE REQUIREMENTS OF THE FRAMEWORK

Frequency	Report	Description/Requirements	Legislative Reference
For use during development of the Community Strategic Plan and Council's other planning activities.	Community Engagement Strategy	A strategy based on social justice principles for engagement with the local community when developing the Community Strategic Plan.	S402(4) (Act)
Review every four years following an election. Ensure the plan is for a minimum of 10 years. Public exhibition for a period of 28 days required and a copy of plan and amendments to the plan to OLG within 28 days of endorsement.	Community Strategic Plan (CSP)	Plan which identifies the main priorities and aspirations for the future of the local government area.  Minimum 10 years.	S402(1)-(7) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Long Term Financial Planning	Included in Council's Resourcing Strategy for the provision of financial resources required to implement the CSP.  Minimum 10 years.	\$401 (2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Workforce Management Planning	Included in Council's Resourcing Strategy for the provision of intellectual resources required to implement the CSP.  Minimum of four years.	\$403(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	Asset Management Planning	Included in Council's Resourcing Strategy for the provision of physical resources required to implement the CSP. Comprises of an Asset Management Strategy and Plan/s. Minimum of 10 years.	\$403(2) (Act)
Review every four years following an election. Public exhibition for a period of 28 days.	Delivery Program	Details the Council activities to be undertaken by the Council to implement the strategies established by the CSP.  Four year duration.	S404(1)-(5) (Act)
Adopt prior to beginning of financial year. Public exhibition for a period of 28 days. Post copy on Council website within 28 days of Council endorsement.	Operational Plan	Details the activities Council will be engaged in during the year, and annual budget.  Annual sub-plan of Delivery Program.	\$405(1)-(6) \$532 \$610B- \$610F \$706(2) (Act) Cl201(1) (Reg)

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### MONITORING AND REPORTING

Progress on the Delivery Program will be reported to the Council six monthly, inclusive of the Operational Plan. The Council will prepare six monthly reports tracking how we are going with each action outlined in the Delivery Program and Operational Plan utilising the Key Performance Indicators. Detailed financial reports and updates on Council's Capital Works Program will be reported.

In addition to the above, Council will also prepare an Annual Report (AR) for the community which will focus on Council's

implementation of our Delivery Program and the Operational Plan. The Annual Report will also outline achievements in implementing the Community Strategic Plan. Audited financial reports will also be made available to the Community at this time

In accordance with legislation a 'State of the Environment Report' (SOE) Report will be presented to the Community, reporting on Council's progress in achieving the Community's aspirations.

Frequency	Report	Description / Requirements	Legislative Reference
Quarterly (no later than two months after the end of each quarter)	Budget Review Statement	Shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.	CI203 (Reg)
At least every six months (dates determined by Council)	Progress reports on Delivery Program (DP)	Report on the progress with respect to the Council Activities detailed in the Delivery Program.	S404(5) (Act)
Yearly – November (Within five months of the end of Financial Year)	Annual Report (AR)	Report on the achievements in implementing the Delivery Program and the effectiveness of the principle activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed. Must be prepared in accordance with the Regulation and the Guidelines. Must include a copy of Council's audited financial reports. Must be posted on Council's website.	S428(Act)  CI 217(1) (Reg)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	End of Term Report	Report on Council's achievements in implementing the Community Strategic Plan over the previous four year Council term.	\$428(2) (Act)
November – Four Yearly (included in AR due 30 Nov in year in which an ordinary election is held)	State of Environment Report (SOE)	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan. Must be prepared in accordance with the guidelines.	S428A (Act)

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## HOW TO READ THE PLAN

KEY DIRECTION	The Key Directions are taken from the Community Strategic Plan (CSP) and represents groups of common opportunities, challenges and priorities that relate to:  • Key Direction 1: Our Community  • Key Direction 2: Our Economy  • Key Direction 3: Our Environment  • Key Direction 4: Our Leadership
OBJECTIVE	Objectives are taken from the Community Strategic Plan and are uniquely numbered. Each objective outlines what the community is seeking to achieve under the Key Direction and are broad direction statements.
STRATEGY	Strategies are taken from the Community Strategic Plan and are uniquely numbered. Each strategy provides information on what will be done at the highlevel to achieve the objective. Each strategy is cascaded down into the Delivery Program (DP).
OP#	OP# is the unique number assigned to each action in the Operational Plan (OP).
ACTION	For each objective identified in the Community Strategic Plan, a number of actions are identified outlining what will be done to implement the objective by Council.  Where Council has not been identified as either the lead or support agency responsible for the objective, Council acknowledges it has an important role to play in lobbying or advocating for the achievement of the objective.
OPERATIONAL PLAN/LIFP	The year identifies the timing for the implementation or achievement of the action and when it will be resourced in both the Operational Plan (OP) and Long Term Financial Plan (LTFP).
LINK TO CSP	Number showing CSP reference.
MEASURE	The measure is how the progress or success of Council will be identified and reported upon.
FUNCTION	Is the specific Council area responsible for implementing the action.

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### **FINANCIAL**

### FINANCIAL ESTIMATES

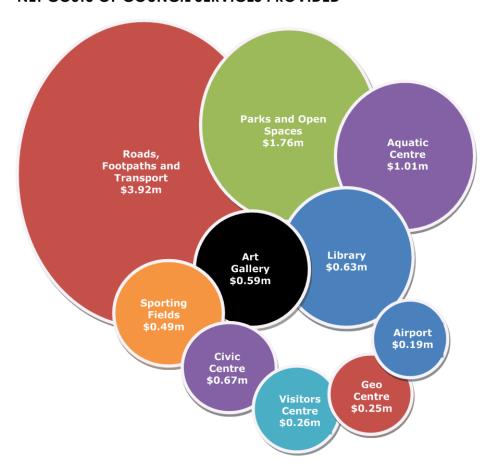
The financial estimates provided in this Operational Plan in the following sections reflect the range of services provided by Council at the time of drafting this Plan.

As indicated in Council's Long Term Financial Plan, Council must continue to develop strategies and make decisions to ensure the reduction of financial deficits and the future sustainability of Council. Such decisions may not provide overnight relief from the currently weak financial position, and as such it is important to take a longer term view of the benefits of such decisions.

Throughout the year, reviews will be undertaken to measure Council's financial performance against the financial estimates contained within this plan. Any decisions impacting upon Council's financial position for the year will be incorporated into these reviews.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2017/2018 financial year are contained within the Revenue Policy on page 61.

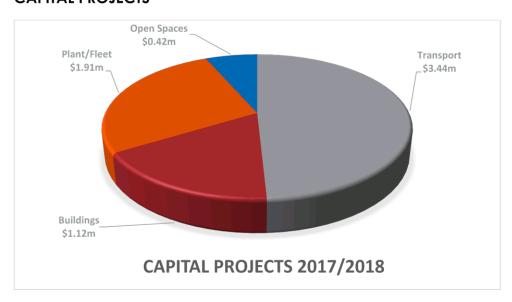
### **NET COSTS OF COUNCIL SERVICES PROVIDED**



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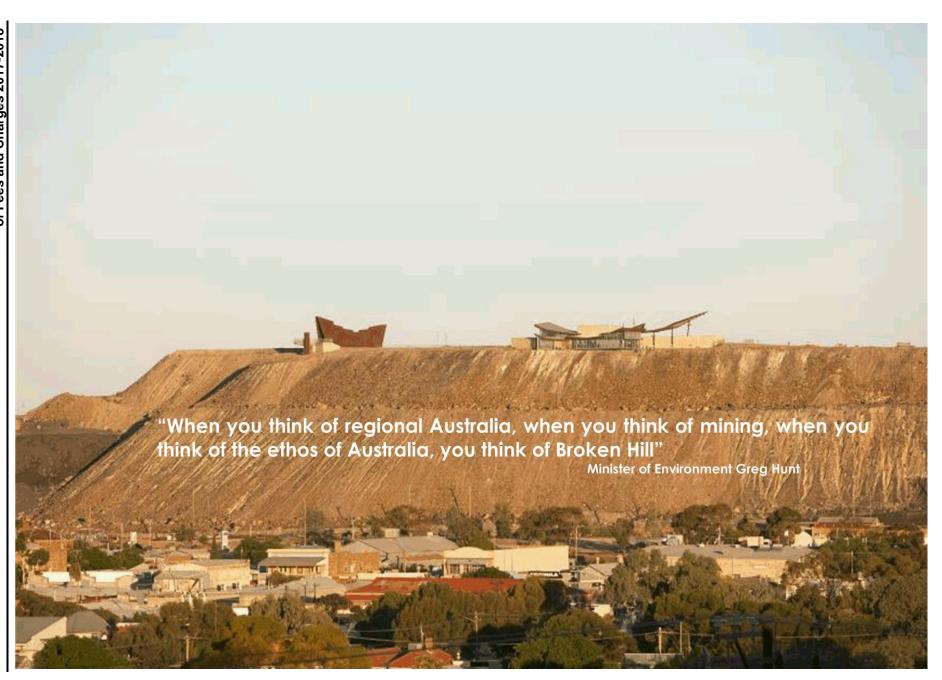
### **CAPITAL PROJECTS**



3 '000	COME STATEMEN 2018	2018	2018	2018	2018
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget
ncome from Continuing Operations				_	
Revenue:	1.02				
Rates & annual charges	17,050	14,530		- 18	2,538
Iser charges & fees	3,487	228	552	1,171	1,536
nterest & investment revenue	1,015	981	-	-	34
Other revenues	504	160	81	255	9
Grants & contributions for operating purposes	6,363	4,242	1,350	707	65
Grants & contributions for capital purposes	3,639	-	3,439	-	200
Other Income:					
Net gains from disposal of assets	211	-	211	-	-
Net share of interests in joint ventures	-	-	-	-	-
OTAL INCOME FROM CONTINUING OPERATIONS	32,269	20,141	5,633	2,115	4,380
expenses from Continuing Operations	0.98				
imployee benefits & costs	13,963	7,514	2,980	1,506	1,963
forrowing costs	504	16	488	-	
Materials & contracts	5,720	- 54	2,636	1,115	2,022
Depreciation & amortisation	6,431	862	4,057	1,009	503
mpairment	-	-	-	-	
Other expenses	3,792	1,625	1,667	428	73
Net losses from disposal of assets	-	-	-	-	-
OTAL EXPENSES FROM CONTINUING OPERATIONS	30,410	9,964	11,827	4,058	4,560
OPERATING RESULT FOR THE YEAR	1,859	10,177	(6,195)	(1,943)	(180)

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## **ABOUT BROKEN HILL**

"At Broken Hill we're for real. We believe in real experiences. Real places, real friendships and real values."

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressure-cooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as Mad Max 2 and Priscilla: Queen of the Desert gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill begun a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

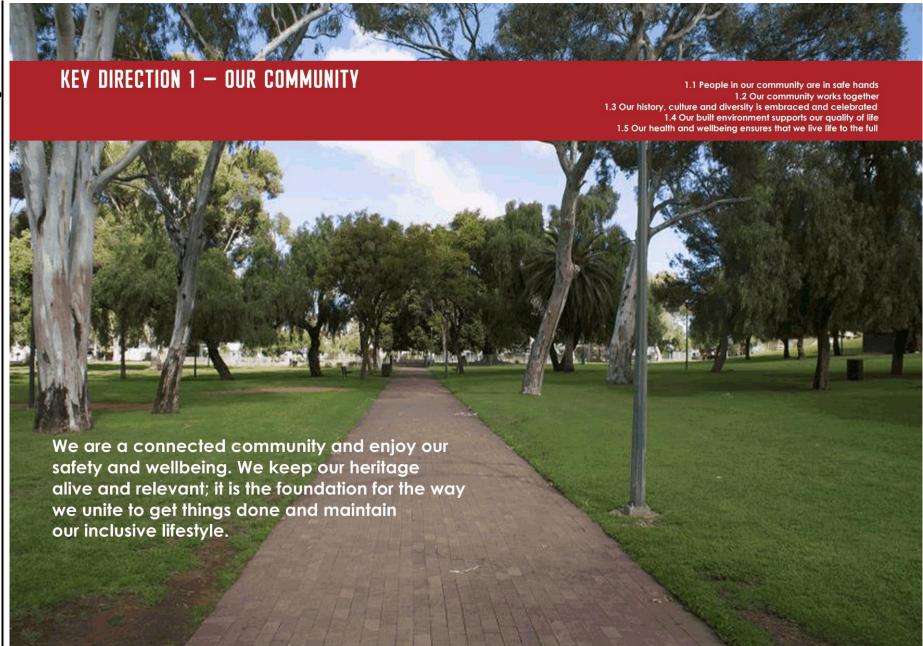
Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world. There literally is nowhere quite like it on earth. Most of all......there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken Hill.

"We believe in hard work and getting things done. We say what we really think and act on what we really feel. Bullshit, fakes, virtual living and superficiality are our enemies"

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### **OUR COMMUNITY**

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

OP#	Action	Link to Delivery Program	Measure	Function
C01	Implement and promote a voluntary food safety 'Scores on Doors' program	1.1.1.01	Program developed and implemented 85% participation	Public Health
C02	Provide education and awareness in relation to the responsibility of pet ownership	1.1.1.02	Undertake two education and awareness programs annually Undertake door knock program Investigate funding for Companion Animal Desexing Program	Public Order
C03	Compliance and promotion of the Swimming Pools Act 1992	1.1.1.03	Number of swimming pools inspected  Number of swimming pool safety awareness programs undertaken	Public Order
C04	Review Swimming Pool Barrier Policy	1.1.1.03	Policy adopted by 30 June 2018	Public Order
C05	Partner with the community through participation in the Local Community Safety Precinct Committee (LCSPC) to reduce preventable crime	1.1.1.04	Participation at LCSPC meetings	Public Safety
C06	Review Community Safety Crime and Prevention Plan	1.1.1.04	Plan reviewed by 30 June 2018	Public Safety
C07	Support identified actions within the Community Safety and Crime Prevention Plan	1.1.1.05	Number of objectives supported	Public Safety
C08	Develop a policy for the use of CCTV cameras in public spaces	1.1.1.05	Policy developed by 30 June 2018	Public Safety

OP#	Action	Link to Delivery Program	Measure	Function
C09	Develop a Memorandum of Understanding with the NSW Police Barrier Local Command dealing with the use of CCTV in Broken Hill	1.1.1.05	Memorandum of Understanding signed	Public Safety
C10	Develop procedures dealing with the use of CCTV cameras in public spaces that comply with legislative requirements	1.1.1.05	Procedures developed	Public Safety
C11	Develop Lighting Strategy in line with the Broken Hill Living Museum + Perfect Light Plan	1.1.1.05	Strategy developed in accordance with Smart Community Framework	Public Safety
C12	Develop a plan for CCTV camera locations	1.1.1.06	Plan developed in accordance with the Smart Community Framework	Public Safety
C13	Compliance inspections of all declared dangerous and restricted dogs within the City to ensure compliance with legislation	1.1.1.07	100% compliance inspections undertaken annually	Public Order
C14	Provide a ranger service to undertake animal control activities	1.1.1.07	% of animal related complaints investigated within service standards 90% of dog attacks investigated within two business days	Public Order
C15	Provide a pound facility in accordance with legislation	1.1.1.07	100% compliance	Public Order
C16	Review Companion Animals Management Plan	1.1.1.08	Plan reviewed by 20 June 2018	Public Order
C17	Inspect and enforce health standards through the Food Regulation Partnership with the NSW Food Authority	1.1.1.10	80% of all 'high risk' food premises inspected Number of enforcement actions % of complaints investigated within required timeframe	Public Health
C18	Promote 'I'm Alert' online training tool to registered food handlers	1.1.1.10	A minimum of 50 enrolments annually	Public Health
C19	Develop Septic Tank register	1.1.1.10	Register developed  Number of annual septic tank inspections carried out	Public Health

OP#	Action	Link to Delivery Program	Measure	Function
C20	Develop Septic Tank policy	1.1.1.10	Policy adopted by 30 June 2018	Public Health
C21	Cooling towers inspected annually	1.1.1.10	% of cooling towers inspected	Public Health
C22	Public swimming pools inspected twice annually	1.1.1.10	% of public swimming pools inspected twice annually	Public Health
C23	Actively implement 'Safer by Design Protocols'	1.1.1.11	Memorandum of Understanding with NSW Police reviewed and signed Number of referrals provided/received for comment	Public Safety
C24	Promote parking compliance	1.1.1.12	Number of parking infringements issued	Public Safety
C25	Facilitate the Local Emergency Management Committee	1.1.1.13	Number of meetings facilitated  Participation at meetings by agencies	Public Safety
C26	Participate in emergency exercises with other combat and support agencies	1.1.1.13	Number of exercises attended	Public Safety
C27	Support emergency services as required to minimise the risk of combat or recovery from natural, biological or technical disasters	1.1.1.13	Number of support services provided	Public Safety

1.2 Ou	1.2 Our community works together						
OP#	Action	Link to Delivery Program	Measure	Function			
C28	Conduct an official ceremony for Australia Day	1.2.1.01	Numbers attending the ceremony show an increase on previous year	Community Development			
C29	Encourage the community to nominate someone for an Australia Day Award	1.2.1.01	Increased number of nominations received compared to previous year	Community Development			

OP#	Action	Link to Delivery Program	Measure	Function
230	Facilitate the granting of Australia Day awards through the selection committee	1.2.1.01	Award recipients are chosen within the nominated timeframe	Community Development
231	Review the Volunteer Unite Strategy	1.2.1.02	Strategy reviewed by 30 June 2018	Community Development
32	Implement activities in the Volunteer Strategy aimed at increasing volunteering	1.2.1.02	Number of activities implemented	Community Development
233	Facilitate and participate in a volunteer working group to encourage increased participation in volunteering	1.2.1.03	Number of meetings held Number of actions completed	Community Development
234	Recognise the contribution of volunteers through an annual event	1.2.1.03	Attendance at volunteer recognition event	Community Development
35	Encourage the community to nominate someone for a volunteer award	1.2.1.03	Number of communication channels	Community Development
36	Contribution is made to joint initiatives through attendance at relevant partner meetings and initiatives	1.2.1.04	Number of meetings attended Partnership objectives are progressed and of value	Community Development
37	Develop and implement a communications strategy	1.2.1.05	Strategy developed and implemented	Community Development
38	Develop a communications plan as part of the project planning process for any significant activity/project or decision of Council	1.2.1.05	Community satisfaction with Council communications	Community Development
239	Maintain a community directory	1.2.1.06	Audit of community directory undertaken once annually	Community Development
:40	Participate in initiatives to inform the community about Council's current sustainability challenges including financial and asset management	1.2.1.07	Participation in initiatives	Community Facilities
241	Review public amenities as part of asset management planning	1.2.1.07	Review scheduled	Community Facilities
:42	Review public halls and community centres as part of asset management planning	1.2.1.07	Review scheduled	Community Facilities
243	Provide public amenities in key public areas	1.2.1.08	Amenities open and maintained	Community Facilities

1.2 O	1.2 Our community works together				
OP#	Action	Link to Delivery Program	Measure	Function	
C44	Provide public halls and community centres through a centralised booking system	1.2.1.08	Utilisation of community centres and halls	Community Facilities	

1.3 Ot	1.3 Our history, culture and diversity is embraced and celebrated				
OP#	Action	Link to Delivery Program	Measure	Function	
C45	A calendar of events is available online and promoted to the community	1.3.1.01	Number of events promoted on the calendar	Community Development	
C46	Support event organisers in understanding the process for holding events in public spaces	1.3.1.02	Develop a guide to public events  Number of meetings  Develop post event customer satisfaction survey  Measure satisfaction of event via post event customer survey	Community - Development	
C47	Event plan developed and implemented for annual Christmas Pageant and After Party	1.3.1.03	Pageant conducted in partnership with South Rotary Minimum of 30 floats entered in pageant Council float entered in pageant Sponsorship secured to hold annual After Party	Community Development	
C48	Develop Heritage Near Me Annual Event Plan	1.3.1.04	Event held annually	Community Development	
C49	Conduct a heritage awards presentation and develop its potential to celebrate the City's built and cultural heritage and National Heritage Listing status	1.3.1.05	Heritage awards undertaken	Arts & Culture	
C50	Provision of Archives Officer and appointment of Archives Specialist	1.3.1.06	Archives Specialist appointed	Arts & Culture	

)P #	Action	Link to Delivery Program	Measure	Function
:51	Manage, maintain and promote library service	1.3.1.07	Increase the number active memberships from previous years Increase participation in programs provided from the previous year Increase visitors to the Library from the previous year	Arts & Culture
:52	Provide a library outreach service to surrounding areas	1.3.1.07	Increase of membership from previous year Increase of borrowing numbers from previous year Secure funding to continue this service	Arts & Culture
53	Develop Library Services Strategic Plan	1.3.1.08	Strategic plan developed	Arts & Culture
54	Manage, maintain and promote the Regional Art Gallery	1.3.1.10	Number of exhibitions Number of visitors Number of workshops	Arts & Culture
:55	Manage, maintain and promote the Albert Kersten Mining & Minerals Museum	1.3.1.11	Number of visitors  Number of exhibitions	Arts & Culture
56	Develop a Heritage Signage Strategy	1.3.1.12	Strategy developed	Arts &Culture
57	Improve condition, quality and ease of understanding of heritage signage	1.3.1.12	Number of signage improvements	Arts & Culture
58	Develop a map of heritage sign locations	1.3.1.13	Map developed	Arts & Culture
59	Review Public Art Policy	1.2.1.13	Policy reviewed by 30 June 2018	Arts & Culture

OP#	Action	Link to Delivery Program	Measure	Function
C60	Promote heritage considerations from the Development Control Plan for the City	1.4.1.01	Number of promotional activities/initiatives	Arts & Culture
C61	Maintain and operate the cemetery for the benefit of the City	1.4.1.02	Less than five complaints received annually	Community Facilities
C62	Develop Cemetery Plan of Management	1.4.1.03	Plan developed by 30 June 2018	Community Facilities
C63	Investigate and plan for future demand at the cemetery	1.4.1.04	Expansion plan developed	Community Facilities
C64	Facilitate searches for deceased persons interred in the	1.4.1.06	Increase in accurate records	Community Facilities
	Broken Hill Cemetery		Increase in online searches from previous year	
C65	Implement actions in the Pedestrian Access Mobility Plan	1.4.1.08	PAMP reviewed by 30 June 2018	Local Transpo
	(PAMP)		Number of actions implemented	
C66	Undertake actions within improvement plan in accordance with Asset Management Plan Parks and Open Spaces	1.4.1.09	Number of improvement actions undertaken	Open Spaces
C67	Implement actions and projects within Asset Management Plan Parks and Open Spaces		Pesticide Use Notification Plan reviewed by 30 June 2018	Open Spaces
			Number of actions achieved	
C68	Contract for Broken Hill Regional Aquatic Centre managed effectively	1.4.1.10	Compliance with contract	Community Facilities
C69	Heritage Strategy reviewed	1.4.1.11	Strategy reviewed	Arts & Culture
C70	Promote initiatives from the Heritage Strategy	1.4.1.12	Number of initiatives promoted annually	Arts & Culture
C71	Undertake actions within improvement plan in accordance with Asset Management Plan Transport	1.4.1.13	Number of improvement actions undertaken	Local Transpo
C72	Undertake actions and projects included within Asset Management Plan Transport	1.4.1.13	Number of actions achieved	Local Transpo
			Parking Strategy reviewed by 30 June 2018	

1.4 Ou	1.4 Our built environment supports our quality of life				
OP#	Action	Link to Delivery Program	Measure	Function	
C73	Identify schedule for service reviews for Council owned assets and fleet, in accordance with the Service Review project plan	1.4.1.14	Number of service reviews scheduled in project	Community Facilities	

OP#	Action	Link to Delivery Program	Measure	Function
C74	Participation in the consideration of healthy and active lifestyles opportunities	1.5.1.01	Number of meetings attended	Community Development
C75	Report on actions of four year Disability Inclusion Action	1.5.1.01	Report provided	Community Development
	Plan (DIAP) as per The Disability Inclusion Act 2014, Clause 6 of the Regulation		Disability Inclusion Action Plan Monitoring Group established	
C76	Advocate for quality health, medical and allied services for the City where required	1.5.1.02	Type of representations made where required	Community Development
C77	Advocate for equitable and appropriate access to public transport where required	1.5.1.04	Type of representations made where required	Local Transport
C78	Continue relationships to ensure established water supply for the City	1.5.1.05	Active representation	Community Development
C79	Support Youth Advisory Group	1.5.1.06	Number of support initiatives	Community Development
C80	Support Sister City Committee to identify opportunities for young people	1.5.1.06	Number of meetings attended	Community Development
C81	Host Civic Debutante Ball	1.5.1.06	Debutante Ball held annually	Community Development
C82	Bike Plan reviewed	1.5.1.07	Plan reviewed by 30 June 2018	Local Transport
C83	Existing bicycle lanes maintained	1.5.1.07	No reduction in bicycle lanes	Local Transport

		STATEMENT						<u> </u>
\$ '000	2018	2018	2018	2018	2018	2018	2018	2018
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
Income from Continuing Operations								
Revenue:								
Rates & annual charges	-	-	-	-	-	-	-	-
User charges & fees	552	211	-	-	223	-	118	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	81	-	-	3	-	-	78	-
Grants & contributions for operating purposes	1,350	-	944	-	-	75	331	-
Grants & contributions for capital purposes	3,439	-	-	-	3,439	-	-	-
Other Income:	-							
Net gains from disposal of assets	211	-	211	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	5,633	211	1,155	3	3,661	75	527	-
Expenses from Continuing Operations								
Employee benefits & costs	2,980	-	941	686	151	-	1,202	-
Borrowing costs	488	-	-	-	462	-	26	-
Materials & contracts	2,636	2	616	714	925	-	380	-
Depreciation & amortisation	4,057	268	2,676	484	286	9	334	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	1,667	2	-	364	63	851	244	142
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	11,827	272	4, 233	2,248	1,886	860	2,187	142
OPERATING RESULT FOR THE YEAR	(6, 195)	(60)	(3,078)	(2,245)	1,775	(785)	(1,660)	(142)
OPERATING RESULT FOR THE YEAR  NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(6,195)	(60)	(3,078)	(2,245)	1,775	(785)	(1,660)	

Draft Operational Plan 2017/2018

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CAPITAL BUDGET - OU	R COMMUNITY				
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Broken Hill Cemetery - rose garden extension	-	-	20,000	20,000	New
Broken Hill Regional Aquatic Centre - construction of cul de sac	-	-	65,000	65,000	New
Fleet - heavy plant	(152,000)	-	1,283,000	1,131,000	Renewal
Fleet - passenger vehicles	(40,000)	-	245,000	205,000	Renewal
Fleet - small plant	(9,000)	-	93,000	84,000	Renewal
High risk infrastructure - insurance reserves	-	(200,000)	200,000	-	Renewal
Kanandah Road reconstruction	(300,000)	-	300,000	-	Renewal
Local road reseals	-	-	600,000	600,000	Renewal
Memorial Oval - judges box reconstruction	-	-	100,000	100,000	Renewal
Memorial Oval - renovation of canteen facilities	-	-	30,000	30,000	Renewal
O'Neill Park Soccer Oval - canteen shade sails	-	-	25,000	25,000	New
Pathway upgrade to information hut at the Living Desert	-	-	25,000	25,000	Renewal
Picton Oval amenities renewal	-	-	18,000	18,000	Renewal
Queen Elizabeth Park carpark upgrade and landscaping	-	-	60,000	60,000	Renewal
Reconstruction Blende Street - Garnet to kaolin (road shoulders)	-	-	90,000	90,000	Renewal
Reconstruction Blende Street - Sulphide to Chloride (road + drainage)	(500,000)	-	600,000	100,000	Renewal
Reconstruction Oxide/Wolfram Street roundabout	-	-	300,000	300,000	Renewal
Redesign and replacement of humidifier system in the Broken Hill Regional Art Gallery	-	-	150,000	150,000	Renewal
Roads and pathway sealing at the Living Desert	-	-	16,600	16,600	Renewal
Skate Park upgrade	(135,000)	-	250,000	115,000	Renewal
Stormwater channel at Waster Management Facility	-	(100,000)	100,000	-	Renewal
Sturt Park outdoor gym	(20,000)	- '	40,000	20,000	New
Low interest loan borrowings - additional infrastructure renewal	-	-	1,000,000	1,000,000	Renewal
Various stormwater drainage	-	-	150,000	150,000	Renewal
Total Our Community	(1,156,000)	(300,000)	5,760,600	4,304,600	

Attachment 2
Draft Operational Plan 2017-18
inclusive of the Statement of
Revenue Policy and Draft Schedule
of Fees and Charges 2017-2018



#### **OUR ECONOMY**

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013, 2014 and 2017 community consultative processes, further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program for the 'Our Economy' Key Direction. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

2.1.	Our economy is strong and diversified and attracts people to	work, live and	invest	
OP #	Action	Link to Delivery Program	Measure	Function
E01	Provide an online data resource to meet a diverse range of enquiries about Broken Hill and contribute to economic decision making	2.1.1.02	Annual subscription to an online data tool	Economic Development
E02	Support RDA Far West and the local business community in presenting Broken Hill investment opportunities to the NSW Trade and Investment, the Federal Department of Industry and other agencies	2.1.1.03	Four representations to Government/industry per annum	Economic Development
E03	Develop Tourism and Hospitality Investment Opportunities Portfolio	2.1.1.04	Portfolio developed by 30 June 2018	Economic Development
E04	Participate in meetings and projects associated with the Broken Hill Chamber of Commerce, businesses and RDA Far West including the Small Biz Connect service	2.1.1.05	Regularly attend meetings and participate in six monthly reporting against small business support of Council	Economic Development
E05	Advocate to maintain or improve air, rail and road access to the region	2.1.1.06	Number of representations made	Strategic Transport
E06	Determine the main modes of transport used by visitors and their generating regions and monitor change year on year	2.1.1.06	Quarterly data reviewed and reported	Strategic Transport

OP #	P Action		Measure	Function	
07	Implement the activation elements outlined in the Broken	2.1.1.07	Measures of success through grants	Tourism	
	Hill Living Museum + Perfect Light Plan		Number of element activations achieved	Developmen	
80	Develop Broken Hill Attractions and Interpretation Strategy	2.1.1.08	Strategy developed by 30 June 2018	Economic Developmen	
E09	Develop and implement Business Plans for key Council owned tourism related assets to assure their economic viability and business focus	2.1.1.09	Businesses plans developed and implemented:  Broken Hill Regional Art Gallery  Albert Kersten Mining & Mineral Museum  Living Desert and Sculptures  Visitor Information Centre  Civic Centre  Memorial Oval	Economic Developmen	
10	Develop a program to position the City for High Speed Broadband implementation	2.1.1.10	Program developed	Economic Developmen	
E11	Develop Telstra Smart City Framework	2.1.1.11	Framework developed by 30 June 2018	Economic Developmen	
12	Support the notion of Broken Hill and Far West NSW as a center for renewable energy	2.1.1.13	Support provided	Economic Developmen	
<b>=13</b>	Support the development of indigenous tourism product in terms of the arts and culture	2.1.1.14	Participation of Council staff in indigenous cultural projects resulting in product outcomes  MOU implemented with West Darling Arts	Tourism Developmer	
14	Create art and heritage trails encompassing businesses and community landmarks	2.1.1.15	Implement strategies as identified in the Wayfinding and Whole – Of – Destination Interpretive Framework	Tourism Developmen	

2.1.	2.1. Our economy is strong and diversified and attracts people to work, live and invest							
OP #	Action	Link to Delivery Program	Measure	Function				
E15	Community Hub Framework and Active Living Plan developed	2.1.1.16	Framework and Plan developed by 30 June 2018	Economic Development				
E16	Develop and maintain City information pack for new and potential residents to promote living in Broken Hill	2.1.1.18	Information pack developed and available in a range of formats	Economic Development				

OP#	Action	Link to Delivery Program	Measure	Function
E17	Participate in Destination Country and Outback NSW, and Destination NSW	2.2.1.01	Active participation and outcomes associated with relevant plan/project implementation	Tourism Development
18	Contribute data to analysis processes conducted by the industry and industry bodies	2.2.1.02	Data is provided to fulfill information requests and funding acquittals.  Quarterly updates provided to Council	Tourism Development
19	Participate in a review to establish an effective industry governance model for tourism in Broken Hill and the Far West	2.2.1.03	Final report	Tourism Development
20	Conduct an annual audit of tourism product in Broken Hill and assess changes against previous year	2.2.1.04	Annual audit report is produced	Tourism Development
21	Adopt a customer service approach across all Council owned tourism related facilities	2.2.1.06	Customer satisfaction survey	Tourism Development
22	Collaborate with businesses to enhance visitors experience and maximise yield	2.2.1.07	Number of participation activities	Tourism Development
23	Investigate sustainability training and accreditation programs for tourism operators	2.2.1.08	Number of participants	Tourism Development
24	Develop Wayfinding and Whole-of-Destination Interpretive Framework	2.2.1.09	Framework developed by 30 June 2018	Economic Development

OP#	Action		Action Link to Delivery Program		Measure	Function	
E25	Investigate opportunities arising from Broken Hill's listing as a heritage city		Council owned or controlled art and mineral collections are maintained and accessible to the community	Tourism Development			
			Council owned or controlled heritage assets are maintained and accessible to the community				
			Video and editorial content developed and incorporated into Councils tourism website				
E26	Support the Heritage Event Advisory Committee to develop an events calendar to celebrate and commemorate historically significant events	2.2.1.11	Number of events achieved	Tourism Developmen			
E27	Engage the community and local historians in developing materials and interpretation experiences more targeted towards the tourism market and promoting the importance of Broken Hill in history	2.2.1.12	Two new heritage tourism products developed annually	Tourism Development			
<b>E28</b>	Relationships are investigated between Broken Hill and other significant heritage mining cities and World Heritage Listing is under consideration	2.2.1.13	Membership of international heritage organisation and application of interest for World Heritage Listing	Tourism Development			
29	Operate the Visitor Information Centre as a hub for the visitor economy	2.2.1.14	Increase in the number of visitors from the previous year	Tourism Development			
E30	Develop strategies to increase tourist visitation to the Regional Art Gallery	2.2.1.15	Increase in the number of visitors from the previous year	Tourism Development			
31	Develop strategies to increase tourist visitation to the Albert Kersten Mining and Minerals Museum	2.2.1.16	Increase in the number of visitors from the previous year	Tourism Development			
32	Develop strategies to increase tourist visitation to the Living Desert	2.2.1.17	Increase in the number of visitors from the previous year	Tourism Development			
33	Operate the Broken Hill Airport	2.2.1.18	Operate the Broken Hill Airport as per CASA requirements	Strategic Transport			

OP#	Action	Link to Delivery Program	Measure	Function
			Airport Master Plan reviewed by 30 June 2018	
E34	Consider alternative airport management and operation arrangements via an Expressions of Interest process	2.2.1.19	EOI advertised and report of findings presented to Council	Strategic Transport
35	Explore funding opportunities and lobby for the upgrade of the Broken Hill Airport in accordance with the Airport Master Plan	2.2.1.20	Number of representations/submissions	Strategic Transport
E36	Develop Business Plan for Memorial Oval	2.2.1.21	Business Plan developed by 30 June 2018	Tourism Development
E37	Integrate the Brand into marketing and communication objectives for the City including external and internal audiences	2.2.1.22	Brand integrated into all relevant programs and communications	Economic Development
E38	Promote Broken Hill as a centre for film and production in Regional Australia and secure film activity for the City and region	2.2.1.23	Number of productions	Tourism Development
E39	Position Civic Centre as a hub for conference and entertainment in Regional Australia	2.2.1.24	15% increase in usage of Civic Centre across all event categories	Economic Development
E40	Provide support to two festivals and/or events per annum	2.2.1.25	Support provided to two festivals and/or events	Tourism Development
E41	Host industry familiarisations to the region for MICE (Meetings, Incentives, Conferences, Events)	2.2.1.26	Four familiarisations hosted per annum	Economic Development
E42	Maintain MICE and entertainment promotion on website and database	2.2.1.26	5% increase in website hits and enquiry levels	Economic Development
E43	Secure MICE and entertainment activity	2.2.1.26	15% increase in conference and entertainment activity	Economic Development
44	Promote Broken Hill as a centre for conferences and entertainment in Regional Australia	2.2.1.26	Twelve approaches annually to MICE organisers	Economic Development

OP#	Action	Link to Delivery Program	Measure	Function
E45	Advocate for funding to enable the completion of a skills audit for the City	2.3.1.01	Funding achieved	Economic Development
E46	Provide relevant information towards the skills audit process where required	2.3.1.01	All functional areas of Council are mapped	Economic Development
E47	Participation on committees and working parties associated with education and training	2.3.1.02	Number of times participated	Economic Development

OP#	Action	Link to Delivery Program	Measure	Function
E48	Develop partnerships with universities that provide value to our local community	2.3.1.03	Number of partnerships developed	Economic Development
E49	Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City	2.3.1.04	Number of invitations received	Economic Development
50	Provide relevant support for skill development of indigenous and non-indigenous disadvantaged persons, where reauired	2.3.1.05	Number of initiatives supported	Economic Development
51	Advocate for additional support and assistance for distance education students completing tertiary education	2.3.1.06	Representations made	Economic Development
52	Computers with internet access are provided for student use	2.3.1.07	Utilisation rates	Economic Development

INCOI	4E STATEMEN	IT - OUR ECO	NOMY			
\$ '000	2018	2018	2018	2018	2018	201
	Our Economy Proposed Budget	Economic Development	Property Development	Strategic Transport	Tourism Development	Film Promotion
Income from Continuing Operations						
Revenue:						
Rates & annual charges	(18)	-	(18)	-	-	-
User charges & fees	1,171	175	55	726	215	-
Interest & investment revenue	-	-	-	-	-	-
Other revenues	255	236	-	4	15	-
Grants & contributions for operating purposes	707	347	-	360	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-
Other Income:	-					
Net gains from disposal of assets	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	2,115	758	37	1,090	230	-
Expenses from Continuing Operations						
Employee benefits & costs	1,506	895	-	318	294	-
Borrowing costs	-	-	-	-	-	-
Materials & contracts	1,115	575	-	382	158	-
Depreciation & amortisation	1,009	495	-	413	102	-
Impairment	-	-	-	-	-	-
Other expenses	428	273	-	65	90	-
Net losses from disposal of assets	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	4,058	2,237	-	1,177	644	
OPERATING RESULT FOR THE YEAR	(1,943)	(1,479)	37	(87)	(414)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,943)	(1,479)	37	(87)	(414)	

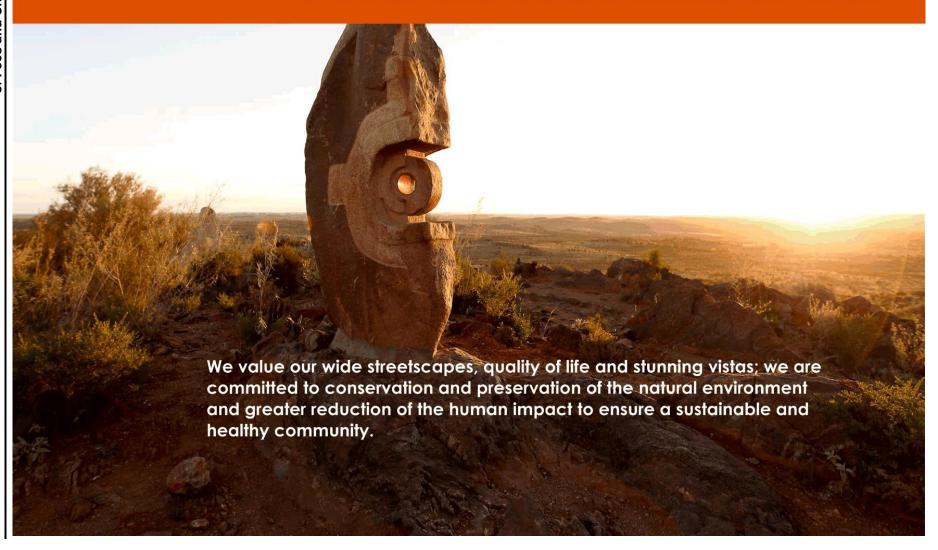
CAPITAL BUDGET - OUR ECONOMY								
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade			
Airport airside lighting defects	-	-	200,000	200,000	Renewal			
Broken Hill Regional Aquatic Centre - renovation of party area	-	-	35,000	35,000	Renewal			
Broken Hill Regional Aquatic Centre - shade sails	-	-	40,000	40,000	New			
Upgrade to Civic Centre change rooms	-	-	50,000	50,000	Renewal			
Total Our Economy	-	-	325,000	325,000				

#### KEY DIRECTION 3 - OUR ENVIRONMENT

3.1. Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City



#### **OUR ENVIRONMENT**

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time we value the natural environment, using it for our social and economic gain, human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

3.1. O	3.1. Our environmental footprint is minimised						
OP#	Action	Link to Delivery Program	Measure	Function			
V01	Waste Management Strategy reviewed	3.1.1.01	Strategy reviewed by 30 June 2018	Waste Management			
V02	Continue upgrades of the Broken Hill Waste Management Facility to meet Environment Protection Authority (EPA) requirements	3.1.1.01	% of required upgrades completed	Waste Management			
V03	Implement pilot projects in the Regional Litter Management Plan	3.1.1.01	% of reduction in litter per the plan	Waste Management			
V04	Develop and implement regional scrap metal tender with NetWaste for the Broken Hill Waste Management Facility	3.1.1.03	Tenders issued and contracts in place	Waste Management			
V05	Upgrades to the Waste Management Facility focus on separation of waste	3.1.1.03	Increased tonnage of recycling in accordance with state target	Waste Management			
V06	Promote existing local recycling opportunities	3.1.1.03	% of waste recycled				

3.1. O	ur environmental footprint is minimised				
OP#	Action	Link to Delivery Program	Measure	Function	
			Two promotional activities undertaken	Waste Management	
V07	Economic analysis for the viability of kerbside recycling	3.1.1.03	Economic analysis completed by 30 January 2018	Waste Management	
V08	Develop a business case for the introduction of kerbside recycling; using the results of the economic analysis	3.1.1.03	Kerbside Recycling Business Plan developed by 30 June 2018	Waste Management	
V09	Develop options for use of organics waste processed by Council	3.1.1.04	Options developed and meet State Regulation	Waste Management	
V10	Undertake energy audit for Council's 10 highest energy consuming assets	3.1.1.06	Audit completed by 30 June 2018	Environmental Footprint	
V11	Consider funding opportunities under NSW Government Climate Change Framework	3.1.1.06	Two modification proposals developed for high energy usage areas identified in audit	Environmental Footprint	
V12	Continue to monitor energy to ascertain consumption	3.1.1.06	Results from energy consumption monitoring	Environmental Footprint	
			Planet footprint subscription in place		
V13	Develop an Energy Management Strategy	3.1.1.06	Energy Strategy developed by 30 June 2018	Environmental Footprint	
V14	Undertake an audit of water consumption for Council's 10 highest water consuming assets	3.1.1.07	Audit completed by 30 June 2018	Environmental Footprint	
V15	Continue to monitor consumption of water at Council assets	3.1.1.07	Water consumption measured and reported	Environmental Footprint	
V16	Consider opportunities for modification of water supply systems to deliver reduced consumption	3.1.1.07	One initiative implemented	Environmental Footprint	
V17	Source grant opportunities and apply for funding for water savings projects	3.1.1.07	Grant applications submitted in accordance with submission	Environmental Footprint	

OP#	Action	Link to Delivery Program	Measure	Function
			requirements for agreed funding program	
V18	Develop Supplementary State of City report	3.1.1.09	Report completed	Public Order
V19	Support activities of the Tidy Towns Volunteer Committee	3.1.1.10	Committee members provided with Work Health and Safety inductions, site risk assessments and PPE equipment	Natural Environment
			Support for activities including Clean Up Australia Day and working bees	
			Support provided for preparation of Tidy Towns Awards submissions	
			Entry in annual Tidy Towns Awards submitted	
V20	Grid survey of Airport Road Asbestos Site to identify all surface and near surface throughout the site	3.1.1.10	Survey completed by 30 June 2018	Natural Environment
V21	Participate in Clean Up Australia Day	3.1.1.10	Participation in event	Natural
			Media promotion of event	Environment
V22	Deliver waste education presentations to local high school students annually	3.1.1.11	Minimum of one annual presentations undertaken	Waste Management
V22	Carry out tours of the Broken Hill Waste Management Facility including organics processing, second hand shed and general waste management with local high schools	3.1.1.11	Minimum of two tours undertaken annually	Waste Management
V23	Ensure communication received regarding pipeline development for secure water supply	3.1.1.12	Updates received	Environmento Footprint
V24	Participate in AEMR meetings	3.1.1.13	Attend meetings annually	Sustainability After Mining

3.1. Our environmental footprint is minimised						
OP#	Action	Link to Delivery Program	Measure	Function		
V25	Facilitate Lead Reference Group and support the Broken	3.1.1.14	Active participation	Sustainability		
	Hill Environmental Lead Program (EPA)		Undertake lead remediation projects as required, as per Memorandum of Understanding	After Mining		
V26	Review and provide advice in relation to End of Mine Life Plans including remediation activities for the City	3.1.1.14	Input provided into all Draft End of Mine Life Plans developed	Sustainability After Mining		
			Active participation in meetings			
V27	Advocate for a sustainable Darling River system	3.1.1.15	Representations made	Environmental Footprint		

3.2 No	3.2 Natural flora and fauna environments are enhanced and protected						
OP#	Action	Link to Delivery Program	Measure	Function			
V28	Provide communications and materials to educate the community about our local flora and fauna to increase awareness and understanding of the natural environment	3.2.1.01	Two education initiatives undertaken	Natural Environment			
V29	Facilitate an educational tour of The Living Desert for school students	3.2.1.02	Three education tours undertaken annually	Natural Environment			
V30	Protect the native flora and fauna of the Living Desert	3.2.1.03	Pest Management Program in place (weeds/goats/cats)	Natural Environment			
V31	Maintain and enhance Living Desert facilities for improved visitor experience	3.2.1.03	One upgrade to the Living Desert	Natural Environment			
V32	Vegetation surveys as per Animal Management Plan	3.2.1.04	Survey completed annually	Natural Environment			
V33	Fencing of the Regeneration Areas repaired and replaced as per capital works programs	3.2.1.04	Kilometres of fencing completed	Natural Environment			

OP#	Action	Link to Delivery Program	Measure	Function
V34	Conduct Fauna (Kangaroo) Surveys as per Animal Management Plan	3.2.1.04	Surveys completed six monthly	Natural Environment
V35	Implement actions from the Willyama Common Plan of Management	3.2.1.05	Kilometres of fencing maintained/repaired One major weed program	Natural Environment
weeds and implement control measures for all Council owned lands, including Living Desert, Regeneration		3.2.1.06	Area of land managed for noxious weeds per map (hectares)	Natural Environment
	Areas, Willyama Common and Riddiford Arboretum		Noxious weed requirements fulfilled under Noxious Weeds Program	
V37	Encourage volunteers to assist with environmental activities	3.2.1.06	Increase in volunteers undertaking environmental activities from previous year	Natural Environment
			Number of environmental activities completed with volunteers	
			Number of activities/events completed	
V38	Monitor use and bookings of Primitive Camp Ground	20107	Number of individual bookings	Natural
		3.2.1.07	Number of group bookings	Environment
V39	Mapping of noxious weeds completed for LGA	3.2.1.08	Map developed by 30 June 2018	Natural Environment

OP#	Action	Link to Delivery Program	Measure	Function
40	Review heritage items in the Local Environmental Plan	3.3.1.01	Review undertaken	Built Environment
41	Local Orders Policy reviewed and adopted	3.3.1.02	Policy reviewed by 31 March 2018 Policy adopted by 30 June 2018	Built Environment
42	Compliance and Enforcement Policy reviewed	3.3.1.03	Policy reviewed by 30 June 2018	Built Environment
43	Sewerage Management Policy reviewed	3.3.1.03	Policy reviewed by 30 June 2018	Built Environment
Process development applica legislation	Process development applications in accordance with legislation	3.3.1.03	% of development applications processed within legislated timeframes	Built Environmen
			Number of Land and Environment Court listings	
45	Appoint a Heritage Advisor to assist Council, community and owners of heritage items	3.3.1.05	Heritage Advisor appointed in accordance with Council's procurement policy	Built Environment
46	Provide Local Heritage Incentives Fund for small grants to encourage local heritage projects and stone and	3.3.1.05	Number of heritage restoration projects undertaken	Built Environment
	masonry conservation projects		Total amount of funding granted	
47	Present educational and promotional heritage programs	3.3.1.05	Update existing publications/brochures and hold annual heritage awards	Built Environment
48	Provide a Verandah Restoration Program	3.3.1.05	Number of Verandah Restoration programs undertaken	Built Environment
			Total amount of loans granted	

OP#	Action	Link to Delivery Program	Measure	Function
/49	Promote sustainable development as a tool for heritage conservation	3.3.1.05	Number of media releases	Built
			Symposium investigated	Environment
			Publications reviewed	
/50	Ensure significant heritage asset maintenance in accordance with Asset Management Plan Buildings	3.3.1.06	Number of significant heritage assets maintained	Built Environment
/51	Provide sustainable management of assets in accordance with Asset Management Plan Buildings	3.3.1.06	Number of repurpose/reuse assets determined	Built Environment
/52	Undertake research for funding and promote adaptive reuse as a tool for heritage conversation in the repurposing and/or modification of Council assets	3.3.1.06	Funding research undertaken	Built Environment
/53	Review Asset Management Plan - Stormwater Drainage	3.3.1.07	Asset Management Plan adopted by 30 June 2018	Stormwater Managemen

			NAL PLAI - OUR ENVIRO					
\$ '000	2018				2018	2018	2018	2018
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Built Environment	Public Health	Public Order	Stormwater Management
Income from Continuing Operations								
Revenue:								
Rates & annual charges	2,538	2,538	-	-	-	-	-	-
User charges & fees	1,536	912	70	150	259	24	120	-
Interest & investment revenue	34	33	-	-	1	-	-	-
Other revenues	9	-	-	7	1	1	-	-
Grants & contributions for operating purposes	65	-	-	7	58	-	-	-
Grants & contributions for capital purposes	200	200	-	-	-	-	-	-
Other Income:	-							
Net gains from disposal of assets	-	-	-	_	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	4,380	3,683	70	164	318	25	120	-
Expenses from Continuing Operations								
Employee benefits & costs	1,963	988	-	156	388	116	315	-
Borrowing costs	-	-	-	_	-	-	-	-
Materials & contracts	2,022	1,779	30	66	42	8	97	-
Depreciation & amortisation	503	48	-	10	2	13	_	430
Impairment	-	-	-	_	-	-	-	-
Other expenses	73	16	-	4	44	-	9	-
Net losses from disposal of assets	-	-	-	-	-	-	_	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	4,560	2,831	30	236	476	137	421	430
OPERATING RESULT FOR THE YEAR	(180)	852	40	(72)	(158)	(111)	(301)	(430)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(380)	652	40	(72)	(158)	(111)	(301)	(430)

CAPITAL BUDGET - OUR ENVIRONMENT						
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade	
Fencing around regeneration areas and Willyama Common	(90,720)	(15,330)	106,050	-	Renewal	
Installation and set up of a Material Recycling Facility	(200,000)	(300,000)	500,000	-	New	
Total Our Environment	(290, 720)	(315,330)	606,050	-		



#### **OUR LEADERSHIP**

Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill. Participants in Broken Hill 2033 consultation activities expressed the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 Community Strategic Plan believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

The tables below provide actions which will help us meet the objectives of Council's four year Delivery Program for the 'Our Leadership' Key Direction. Under each objective we provide more detailed actions that Council will undertake to ensure we meet our goals along with measurements to help us ensure we are on the right path.

4.1 Open	4.1 Openness and transparency in decision making							
OP#	Action	Link to Delivery Program	Measure	Function				
L01	A public forum is made available at Council meetings	4.1.1.01	Number of participants at public forum	Leadership & Governance				
			Information is made available to the public in regards to how to participate in public forum					
L02	Public information and documents are made available	4.1.1.02	Business papers are uploaded to the website in accordance with the Code of Meeting Practice	Corporate Support				
			Agency Information Guide is reviewed annually					
			All public policies are available online					
L03	Comprehensive reports are presented to Council	4.1.1.03	Number of reports deferred	Leadership & Governance				

4.1 Openness and transparency in decision making						
OP#	Action	Link to Delivery Measure Frogram		Function		
L04	Conflict of Interest declarations are completed and Pecuniary Interest returns are submitted	4.1.1.04	Number of Conflict of Interest submitted	Leadership & Governance		
			Pecuniary Interest returns submitted by due date			
L05	Code of Conduct complaints are managed 4. efficiently		Number of Code of Conduct complaints finding in breach in conflict of provisions	Leadership & Governance		
			Number and cost of Code of Conduct complaints			
L06	Workshops and briefings are provided to Councillors to allow better understanding of issues facing local government and subjects requiring action	4.1.1.06	Number of workshops held each month	Leadership & Governance		
			Attendance at workshops each month			
L07	Budget Reviews are completed quarterly in accordance with guidelines	4.1.1.07	100% compliance with guidelines	Financial Management		
L08	Half yearly financial results are compared against the Long Term Financial Plan	4.1.1.08	Appropriate action taken for material variances	Financial Management		
L09	Annual review of Long Term Financial Plan	4.1.1.08	Review completed and adopted by Council	Financial Management		
L10	Financial Statements are prepared on an annual basis in accordance with accounting standards and	4.1.1.09	Unqualified audit opinion from Auditor General annually	Financial Management		
	accounting codes		Financial statements are submitted to Office of Local Government by 30 September each year			

4.1 Ope	nness and transparency in decision making			
OP#	Action	Link to Delivery Program	Measure	Function
L11	Council complies with risk management principals	4.1.1.10	Fraud and Corruption Control Strategy is reviewed by 30 June 2018	Corporate Support
			Risk Management Strategy is reviewed by 30 June 2018	
L12	Corporate Risk Register is continually updated	4.1.1.10	Register maintained and current	Corporate Support
L13	A Risk Profile Improvement Program is developed	·		Corporate Support
L14	A Business Continuity Plan is developed and implemented	4.3.1.10 Plan revised and adopted by 30 June 2018		Corporate Support
L15	Project Management Framework developed and implemented	4.1.1.11	Project Management Framework developed by 30 June 2018	Corporate Support
			Staff workshops held to provide training on framework	
L16	Six monthly progress report on the Delivery Plan	4.1.1.13	100% compliance with guidelines	Corporate
	actions is provided accordance with guidelines		Report to Council	Support
L17	Operational Plan is developed annually	4.1.1.14	Plan adopted by 30 June 2018	Corporate Support
L18	Annual Report is adopted by Council and submitted to the Office of Local Government by 30 November each year	4.1.1.15	Annual Report adopted by Council by 30 November 2018	Corporate Support
			Annual Report uploaded to Council website	

OP#	Action	Link to Delivery	Measure	Function
<b>0.</b> "	76.6.	Program		
			Council web link directing to Annual Report provided to Office of Local Government by 30 November	
L19	Update Workforce Management Plan in accordance with IP& R guidelines	4.1.1.18	Update undertaken	Corporate Support
L20	Asset Management Plans are adopted by Council	4.1.1.19	Asset Management Plan Stormwater adopted by 30 June 2018	Asset Management
			Asset Management Plan Buildings adopted by 30 June 2018	
			Asset Management Plan Fleet adopted by 30 June 2018	
			Asset Management Plan Transport adopted by 30 June 2018	
			Asset Management Plan Open Spaces adopted by 30 June 2018	
L21	Actions from the Disability Inclusion Action Plan 2017-	4.1.1.20	Number of actions implemented	Corporate
	2021 are implemented		Six monthly progress report provided to Council	Support
L22	A compliance register is developed	4.1.1.21	Developed 30 June 2018	Corporate Support
L23	Information and Communications Technology Strategy is reviewed to align with the Smart Community Framework	4.1.1.22	Reviewed by 30 June 2018	Corporate Support

4.1 Openness and transparency in decision making						
OP#	Action	Link to Delivery Program	Measure	Function		
L24	Business plan developed for record management	4.1.1.23	Business plan is developed by 30 June 2018	Corporate Support		
L25	TRIM and record management responsibilities training provided to staff	4.1.1.23	Number and percentage of staff trained	Corporate Support		

4.2 Our leaders make smart decisions						
OP#	Action	Link to Delivery Program	Measure	Function		
L26	Researched evidence based reports are provided to Council to assist with decision making in a timely manner	4.2.1.01	Number of decisions deferred or amended	Leadership & Governance		
L27	Meeting notice, business papers and agendas are provided for meetings in accordance with the Code of Meeting Practice	4.2.1.02	100% compliance with Code of Meeting Practice	Leadership & Governance		
L28	Implement changes throughout Council operations in accordance with Local Government Act and Regulations as provided	4.2.1.03 Policies and procedures updated as required		Corporate Support		
L29	Seek out opportunities to attend conferences and meetings by teleconference technology that Council would not normally be able to attend otherwise	4.2.1.04	Number of events/training sessions attended	Leadership & Governance		
L30	Councillors are delegates for internal and external committees	4.2.1.05	2.1.05  Delegates are appointed and adopted by Council in September each year			
L31	Encourage representation on working groups and committees designed to address issues that may impact our local area	4.2.1.05	Number of meetings attended	Leadership & Governance		

OP#	Action	Link to Delivery Program	Measure	Function	
L32	Results of annual assessment of monitoring demographic changes within the community is presented to Council	4.2.1.06	Report to Council	Leadership & Governance	
.33	Develop and implement Employee learning and development plans	4.2.1.07	Plans development by 30 June 2018	Corporate Support	
.34	Implement priority strategies contained within the Workforce Management Plan	4.2.1.07	Number of actions completed	Corporate Support	
L35	Continue implementing financial strategies to support the Long Term Financial Plan	4.2.1.08	Pinancial Strategy developed by 30 June 2018		
.36	Assess transition of staff structure implemented in 2015/16 to ensures alignment with the goals and objectives of the Delivery Program	4.2.1.08	Staff structures are reviewed with service review priorities and Workforce Management Plan	Leadership & Governance	
.37	Mining rates are reduced to reduce Council's rate income reliance from the mining industry	4.2.1.09	Transfer of 1% mining rates to other rate categories completed	Financial Management	
.38	Actions from the Service Review Framework are carried out	4.2.1.10	Number of service areas reviewed	Leadership & Goverance	
.39	Participate in industry benchmarking and comparative activities to inform and guide Council's performance			Corporate Support	
40	Implement performance management reporting system for employees in line with corporate performance objectives	4.2.1.11	% of performance reviews completed in Human Resources module of Cambron	Corporate Support	
.41	Implement a staff cultural change program aimed at working together for a better community	4.2.1.11	Improved staffing culture demonstrated in climate survey	Corporate Support	

4.2 Our	4.2 Our leaders make smart decisions						
OP#	Action	Link to Delivery Measure Program		Function			
L42	Develop and implement Councillor learning and development plans	4.2.1.12	Plan development by 30 June 2018	Leadership & Governance			
L43	Develop Leadership Program for Managers in line with Council's succession planning model	4.2.1.12	80% participation in leadership development activities	Leadership & Governance			
L44	Local issues address with key government departments	4.2.1.13	Number of issued raised	Leadership & Governance			
L45	Undertake service reviews as per project plan	4.2.1.14	Number of service reviews completed	Leadership & Governance			
L46	Adopted Asset Management Plans are workshopped to staff	4.2.1.15	Two workshops held for staff per year	Asset Management			
L47	Provide training and mentoring to staff in relation to Asset Management requirements	4.2.1.15	Training provided annually to staff	Asset Management			
L48	Actions within the improvement plans for the Asset Management Plans are progressed	4.2.1.15	4.2.1.15 Number of actions completed in accordance with the plan				
L49	The Asset Management System is implemented to assist with asset management responsibilities	4.2.1.15	System implemented	Asset Management			

4.3 We	unite to succeed in Australia's First Heritage Listed City				
OP#	Action	Link to Delivery Program	Measure	Function	
L50	Identify issues and projects which may benefit from the creation of a Working Party	4.3.1.01	Number of Working Parties	Leadership & Governance	
L51	Retain representation on Section 355 Committees	4.3.1.02	Committees adhere to Section 355 Committee Framework	Corporate Support	
			Code of Conduct training provided annually		
			Section 355 Volunteers are celebrated in Local Government Week		
L52	Contribute to the Aboriginal Community Working Party	4.3.1.03	Attend meetings at least quarterly	Leadership & Governance	
L53	Review, plan and implement a Reconciliation Action Plan (RAP)	4.3.1.03	RAP developed and implemented by 30 June 2018	Leadership & Governance	
L54	Represent Council and the community at local events and activities	4.3.1.04	Number of events and activities attended/supported	Leadership & Governance	
L55	Utilise a directory of existing and proposed stakeholders and their purpose, to work better	4.3.1.05	Stakeholder directory developed by 30 June 2018	Leadership & Governance	
	together		Number of Memorandums of Understanding signed		
L56	Facilitate and participate in the Community Strategic Plan Round Table Committee	4.3.1.06	Adherence to Section 355 Committee Framework	Corporate Support	
L57	Meet with the local State member	4.3.1.07	Number of meetings held	Leadership & Governance	
L58	Meet with the local Federal member	4.3.1.08	Number of meetings held	Leadership & Governance	

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4.3 We unite to succeed in Australia's First Heritage Listed City						
OP#	Action	Link to Delivery Program	Measure	Function		
L59	Meet with the Minister of Local Government and other ministers	4.3.1.09	Number of meetings held	Leadership & Governance		
L60	Advocate on behalf of the community to improve or maintain community services	4.3.1.10	Number of representations made	Leadership & Governance		
L61	Participate in Local Government reform activities	4.3.1.11	Number of participation activities	Leadership & Governance		

4.4 Our	community is engaged and informed				
OP#	Action	Link to Delivery Program	Measure	Function  Customer Relations	
L62	A Communication and Community Engagement Strategy is developed and implemented	4.4.1.01	Strategy adopted by 30 June 2018		
L63	Actions from the Communication and Community Engagement Strategy are implemented	4.4.1.01	Number of actions implemented	Customer Relations	
L64	Project specific Communication and Engagement Plans and Strategies are developed	4.4.1.02	4.4.1.02 Number of plans developed		
L65	A Communications and Engagement Plan is developed and implemented for internal communications	4.4.1.02	Plan adopted by 30 June 2018	Customer Relations	
L66	A Corporate Brand and Style Guide is developed and implemented	4.4.1.02	Guide adopted by 30 June 2018	Customer Relations	
L67	A Digital Strategy is developed and implemented	4.4.1.02	Strategy adopted by 30 June 2018	Customer Relations	
L68	A Customer Service Framework is developed and implemented	4.4.1.04	Framework implemented by 30 June 2018	Customer Relations	

4.4 Our community is engaged and informed						
OP#	Action	Link to Delivery Program	Measure	Function		
L69	Participation in Local Government Week aimed at increasing community knowledge of Council's role  4.4.1.05		Mayor For The Day conducted Lec each year Go			
	within the community		Two programs are achieved per year			
L70	Easy to read and accessible fact sheets on Council	4.4.1.06	Number of fact sheets available	Customer		
	services, financial position, asset management and other business are developed and made available to the community in a variety of formats	sset management and d and made available to Frequent		Relations		
L71	Presentations provided to community groups and associations about Council activities, projects, challenges and opportunities	4.4.1.07	Four presentations undertaken annually	Leadership & Governance		

OPERATIONAL PLAN									
			T - OUR LEADI						
\$ '000	2018	2018	2018	2018	2018	2018	2018	2018	
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Customer Relations	Asset Management	Operations Management	Buildings & Property	
Income from Continuing Operations									
Revenue:									
Rates & annual charges	14,530	-	14,530	-	-	-	-	-	
User charges & fees	228	-	30	-	-	-	198	-	
Interest & investment revenue	981	-	981	-	-	-	-	-	
Other revenues	160	-	110	30	-	-	20	-	
Grants & contributions for operating purposes	4,242	-	4,242	-	-	-	-	-	
Grants & contributions for capital purposes	-	-	-	-	-	-	-	-	
Other Income:	-	-							
Net gains from disposal of assets	-	-	-	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	20,141	-	19,893	30	-	-	218	-	
Expenses from Continuing Operations									
Employee benefits & costs	7,514	530	1,662	2,192	329	1,148	718	935	
Borrowing costs	16	-	-	16	-	-	-	-	
Materials & contracts	- 54	38	442	1,103	-	51	- 1,823	135	
Depreciation & amortisation	862	-	341	-	_	3	518	_	
Impairment	_	_	-	-	_	_	-	_	
Other expenses	1,625	282	158	731	5	5	308	136	
Net losses from disposal of assets	-	-	-	-	_	-	_	_	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	9,964	850	2,604	4,042	334	1,207	- 279	1,206	
OPERATING RESULT FOR THE YEAR	10,177	(850)	17,289	(4,012)	(334)	(1,207)	497	(1,206)	
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	10,177	(850)	17,289	(4,012)	(334)	(1,207)	497	(1,206)	

CAPITAL BUDGE	T - OUR LEAD	ERSHIP			
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Replacement/ Renewal, Upgrade
Broken Hill City Council administration building - lift replacement	-	-	230,000	230,000	Renewal
Replace Broken Hill City Council HP EVA 4400 Fibre Channel SAN	-	-	80,000	80,000	Renewal
Warnock Street Yard lunch room air conditioner	-	-	7,000	7,000	Renewal
Total Our Leadership			317,000	317,000	

Attachment 2
Draft Operational Plan 2017-18
inclusive of the Statement of
Revenue Policy and Draft Schedule
of Fees and Charges 2017-2018

#### **REVENUE**

#### **REVENUE POLICY**

#### INTRODUCTION

Council's 2017/18 Revenue Policy has been prepared in accordance with the provisions of the *Local Government Act 1993* and the Local Government (General) Regulation 2005.

The revenue policy includes the following required elements:

- Detailed estimate of Council's income and expenditure.
- Details of each ordinary rate and special rate proposed to be levied.
- Details of each charge proposed to be levied.
- Statement regarding the types of fees proposed to be charged.
- Council's proposed pricing methodology for fees.
- Statement of any proposed borrowings.

In addition to preparing this revenue policy, Council has also recently undertaken a major review of its 10 year Long Term Financial Plan (LTFP). The 2017/18 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

The aim of the LTFP is to guide Council towards achieving a balanced budget on a funding basis, whilst acknowledging that service delivery meets community expectations and urgent asset renewal are the main priorities.

The LTFP also seeks to reduce the current working fund deficits by reducing operating costs in real terms over time, or by expanding the revenue base of Council.

Draft Operational Plan 2017/2018

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# 2017/2018 FINANCIAL ESTIMATES

S 1000	2017	2018
	TOTAL Budget	TOTA Proposed Budge
Income from Continuing Operations		
Revenue:		
Rates & annual charges	16,699	17,050
User charges & fees	3,637	3,487
Interest & investment revenue	629	1,015
Other revenues	445	504
Grants & contributions for operating purposes	9,637	6,363
Grants & contributions for capital purposes	3,572	3,639
Other Income:		-
Net gains from disposal of assets	-	211
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	34,619	32,269
Expenses from Continuing Operations		
Employee benefits & costs	15,198	13,963
Borrowing costs	332	504
Materials & contracts	6,687	5,720
Depreciation & amortisation	6,987	6,431
Impairment	-	-
Other expenses	4,470	3,792
Net losses from disposal of assets	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	33,673	30,410
OPERATING RESULT FOR THE YEAR	945	1,859
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,626)	(1, 780)
Assumptions		
Rate Peg	1.80%	1.50
General Index	2.50%	2.50
Employee Cost Index	3.00%	2.50

Draft Operational Plan 2017/2018

STATEMENT OF FINANCIAL POS 5 '000	2017	2018
<b>V</b> - 2-2-2	Budget	Proposed Budge
Assets		
Current Assets:		
Cash & cash equivalents	17,240	9,249
Investments	-	15,000
Receivables	3,031	4,158
Inventories	79	81
Other	338	347
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	20,688	28,835
Non-Current Assets:		
Investments	-	-
Receivables	118	93
Inventories	-	-
Infrastructure, property, plant & equipment	244,472	247,801
Investments accounted for using the equity method	-	-
Investment property	-	-
Intangible assets	-	-
TOTAL NON-CURRENT ASSETS	244,590	247,894
TOTAL ASSETS	265,278	276,729
Liabilities		
Current Liabilities:		
Payables	2,775	2,844
Borrowings	768	783
Provisions	3,873	3,970
TOTAL CURRENT LIABILITIES	7,416	7,597
Non-Current Liabilities:		
Payables	-	-
Borrowings	4,358	13,200
Provisions	1,884	2,016
TOTAL NON-CURRENT LIABILITIES	6, 242	15,216
TOTAL LIABILITIES	13,659	22,812
NET ASSETS	251 /10	252.01/
NEI ASSEIS	251,619	253,916
Equity	100 550	,
Retained earnings	120,552	119,520
Revaluation reserves	131,067	134,396
Council equity interest	251,619	253,916
Non-controlling interest	-	-
TOTAL EQUITY	251,619	253,916

Draft Operational Plan 2017/2018

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Attachment 2
Draft Operational Plan 2017-18
inclusive of the Statement of
Revenue Policy and Draft Schedule
of Fees and Charges 2017-2018



Attachment 2 **Draft Operational Plan 2017-18** inclusive of the Statement of **Revenue Policy and Draft Schedule** of Fees and Charges 2017-2018

#### Own Source Operating Revenue

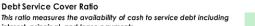
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue

63.64%



Benchmark - Greater than 60%

rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)





#### **Debt Service Cover Ratio** 7.00 6.00 5.00 4.00 3.00 2.00 1.00 0.00 2017

interest, principal, and lease payments Benchmark - Greater than 2.0

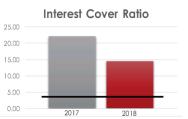
operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs

#### Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash

operating result before interest and depreciation (EBITDA) / interest



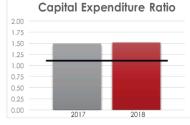


# Capital Expenditure Ratio

Benchmark - Greater than 4.0

This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets

1.49



Benchmark - Greater than 1.1

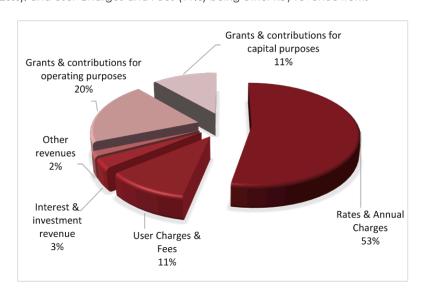
annual capital expenditure / annual depreciation

OPERATIONAL PLAN STATEMENT OF CASH FLOWS		
S'000	2017	2018
	Budget	Proposed Budge
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	16,698	16,538
User charges & fees	3,528	3,382
Investment & interest revenue received	495	506
Grants & contributions	12,813	9,702
Bonds, deposits & retention amounts received	-	-
Other	432	489
Payments:		
Employee benefits & costs	(14,742)	(13,544)
Materials & contracts	(6,486)	(5,549)
Borrowing costs	(332)	(504)
Bonds, deposits & retention amounts refunded	-	-
Other	(4,336)	(3,678)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	8,069	7,342
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	-
Sale of infrastructure, property, plant & equipment	1,998	211
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	(15,000)
Purchase of infrastructure, property, plant & equipment	(10,402)	(9,760)
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(8,404)	(24, 549)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	10,000
Payments:		
Repayment of borrowings & advances	(768)	(783)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(768)	9,217
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(1, 103)	(7,990)
plus: CASH & CASH EQUIVALENTS - beginning of year	18, 343	17,240
CASH & CASH EQUIVALENTS - end of year	17,240	9,249
	.,	
Assumptions Rates & charges recovery rate	97.00%	97.00%
Debtor recovery rate General Index No restricted cash	97.00% 2.50%	97.00% 2.50%

Draft Operational Plan 2017/2018

#### **SOURCES OF REVENUE**

Council's revenue is mainly sourced from Rates and Annual Charges (53%), with Operating Grants (20%), and User Charges and Fees (11%) being other key revenue items



#### **RATE REVENUE**

Rates are budgeted to increase by the full 1.5% rate peg amount in the 2017/18 year. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

Council is proposing to increase rates by the full amount of the rate peg, which should increase total rate revenue by approximately \$0.235m. Further adjustments resulting from Crown Land previously not rateable, now becoming rateable increases rate revenue by an additional \$0.092m. This brings the total rate revenue increase for 2017/2018 to \$0.330m.

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates and subsequently levy rates in proportion to the land value of a rating category. This is the third year of this strategy. A recent report from T-Corp and the Office of Local Government commend Council and strongly recommend that this bold and proactive approach of mitigating the potential risk of the reduction or ceasation of mining in Broken Hill is continued for Council and the community to continue on the path towards financial sustainability.

This year, rates paid by the mining properties will be reduced from 16% of the total rates of \$15.030m to 15%, with the re-distributed rates to be allocated to the residential rating category.

The reduction in mining rates from 16% to 15% will see that sector pay \$2.25m, whilst residential properties will pay \$9.284m (62% of total rates) and businesses \$3.439m (23%).

Draft Operational Plan 2017/2018

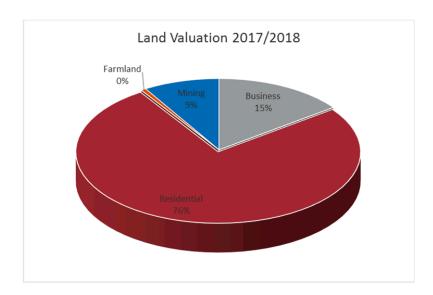
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		Total	2017/18 Financial Year					
Rating Category	Land Value 2017/18	Property Count (2017/18)	Base Rate	Base Rate Income	Ad- Valorem	Ad- Valorem Income	Total Income	
Business	\$37,878,350	588	\$877	\$515,676	0.07717345	\$2,923,203	\$3,438,879	
Residential	\$192,820,500	9459	\$481	\$4,549,779	0.02455285	\$4,734,292	\$9,284,071	
Residential 1(a)	\$233,350	9	\$409	\$3,681	0.01643039	\$3,834	\$7,515	
Residential Rural	\$1,086,200	12	\$430	\$5,160	0.00493560	\$5,361	\$10,521	
Farmland	\$1,446,500	5	\$631	\$3,155	0.00509232	\$7,366	\$10,521	
Mining	\$22,050,000	2	\$0	\$0	0.10224534	\$2,254,510	\$2,254,510	
Mixed Development Business	\$64,350	4	\$877	\$3,508	0.07717345	\$14,528	\$18,036	
Mixed Development Residual	\$68,250	4	\$481	\$1,924	0.02455285	\$4,088	\$6,012	
Totals	\$255,647,500	10,083		\$5,082,883		\$9,947,182	\$15,030,065	

This is the fourth consecutive year that rates will have been re-distributed from the mining sector. This step is again being taken by Council to further reduce its overall reliance on mine rate income.

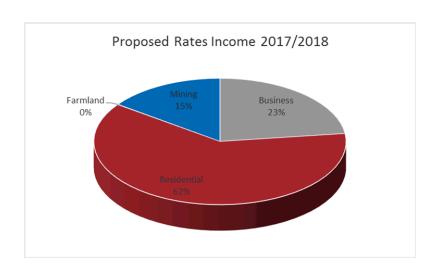
The strategy proposes to cap the mining rates at 10% after a period of eight years by progressively transferring 1% of mine rates to residential category annually. This will ensure that even if there is a reduction in the land valuation of the mining properties due to the reduction of mining operations in Broken Hill, the impact will be comparatively less significant on Council's revenue stream and on the ratepayers, as compared to total loss of mining rates due to the closure of mining operations.

This strategy also addresses the issue of apportining the rates revenue to the four rating categories: Residential, Business, Farmland and Mining in proportion of their land valuations. The following graphs highlight the proposed rates levy in comparison to their land values.



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#### CHARGES - WASTE MANAGEMENT

Council proposes to levy domestic waste management charges for the provision of waste management services. These charges are levied in accordance with sections 496, 501 and 502 of Local Government Act 1993.

Under the provisions of the Local Government Act 1993, Council is only able to charge an amount for domestic waste management services that does not exceed the reasonable cost of providing that service.

The domestic waste management charge comprises two components:

- Domestic waste usage charge
- Domestic waste administration fee

In 2017/2018, the proposed charge is \$258.00 per service and the administration fee is \$44.00 per each serviceable property. The domestic waste user charge is expected to generate \$2.30m and the administration fee \$0.42m, for a combined total of \$2.72m.

Charge	2016/17	2017/18	Increase %	Total Income
Domestic waste usage charge	\$252	\$258	2.5%	\$2.30m
Domestic waste administration fee	\$43	\$44	2.5%	\$0.42m

Council also levies charges under sections 501 and 502 of the Local Government Act 1993 for the provision of waste management services to commercial customers. In 2017/2018, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$383 or one x 600 litre bin will be set at \$352 per property per annum, which is expected to generate \$160,108. An additional MGB service will be charged at \$136 per annum and an additional 600 litre bin at \$352.

Details of the full range of waste management charges levied under the *Local Government* Act 1993 that are applicable to both domestic and non-domestic customers are contained in the fees and charges schedule.

#### **OTHER SERVICES**

Fees and charges set by Council for the provision of a range of other goods and services are set out in the Schedule Fees and Charges 2017/2018.

Draft Operational Plan 2017/2018

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Attachment 2
Draft Operational Plan 2017-18
inclusive of the Statement of
Revenue Policy and Draft Schedule
of Fees and Charges 2017-2018

# **DEBT**

# DEBT MANAGEMENT

Council intends to borrow a loan for the sum of \$10m in 2017/2018. This loan is intended to be borrowed at record low interest rates and fixed for 20 years. The purpose of this loan is to fund much needed infrastructure renewal throughout the community.

The amount of debt outstanding at 30 June 2018 is expected to be \$13.32m.

In recent years, Council has borrowed funds for the following key projects:

Road Projects \$1.5m
Broken Hill Film Studio \$1m
Regional Aquatic Centre \$2.5m
Broken Hill Airport \$0.5m
Information Technology \$1m
Art Gallery Storage \$0.573m
Organisation Restructure \$1m

These loans have loan terms spanning 2-20 years and variable or fixed interest rates of between 2.90% - 8.43% per annum.

DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2017/2018

Attachment 2
Draft Operational Plan 2017-18
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Revenue Policy and Draft Schedule
of Fees and Charges 2017-2018

# **ANNEXURE 1**

SCHEDULE OF FEES & CHARGES 2017/2018

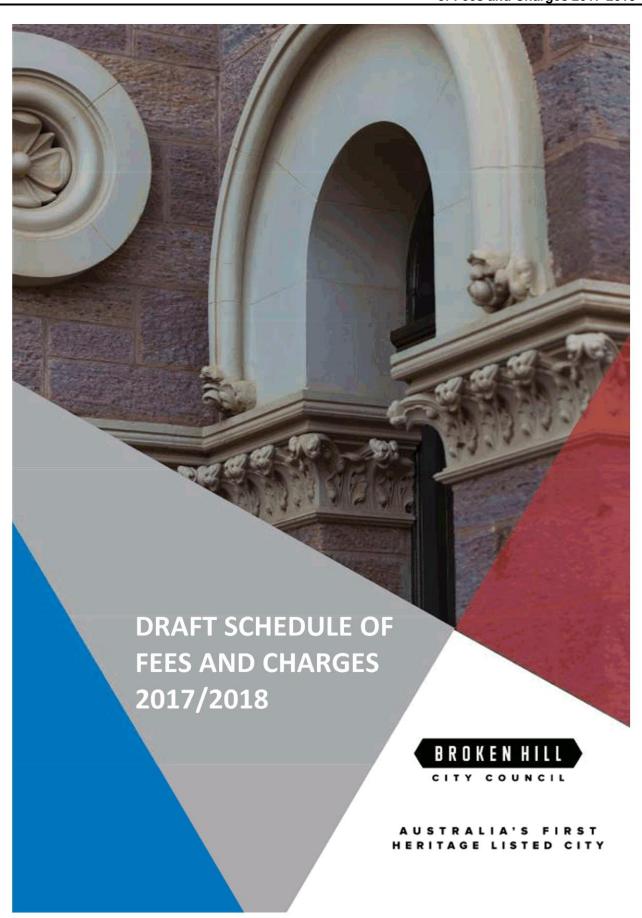
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DRAFT DELIVERY PROGRAM 2017/2021 AND DRAFT OPERATIONAL PLAN 2017/2018 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2017/2018

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QUALITY CONTROL				
TRIM REFERENCES	D17/12795			
KEY DIRECTION	4. Our Leadership			
OBJECTIVE	BJECTIVE 4.1 Openness and Transparency in Decision Making			
FUNCTION	Financial Management and Leadership & Governance			
STRATEGY	4.1.1.9 Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes 4.1.1.10 The Integrated Planning and Reporting Framework is implemented			
RESPONSIBLE OFFICER	General Manager			
REVIEW DATE	July 2018			
COMPANY	Broken Hill City Council			
PHONE NUMBER	08 8080 3300			
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au			
DATE	ACTION	MINUTE NO.		
26-Apr-17	Endorsed by Council for Public Display			
28-Jun-17	Adopted by Council			
NOTES	Images sourced from Council's Image Library			
NOTES	© Copyright Broken Hill City Council 2017			
	Community Strategic Plan 2033			
ASSOCIATED DOCUMENTS	Long Term Financial Plan 2018-2027			
	Delivery Program 2017-2021			
	Operational Plan 2017/18			

Attachment 2
Draft Operational Plan 2017-18
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#### **GST** Disclaimer

A goods and services tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges.

Some goods and/or services supplied by Council have been declared GST free or are excluded under Division 81 of the Goods and Services Tax Act 1999. Those goods and/or services which are GST free or excluded from GST are identified in the Schedule of Fees and Charges.

Accordingly if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

Attachment 2
Draft Operational Plan 2017-18
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Revenue Policy and Draft Schedule
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#### **Pricing Policy**

The following principles have been used by Council as a guide in setting charges. These principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2017/2018.

Pricing Principles and Bases Used by Council				
Pricing Principle	Pricing Basis			
Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances	Zero to partial cost recovery			
Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community	Full cost recovery			
Market Price – Services that Council operates in a commercial market	Market Price			
Statutory – Charges set by Federal and State Government	Statutory			
Third Party – Services provided by another service provider apart from Council	Third Party			

Application of Pricing Principles to Goods and Services					
Service	Principle	Basis of Cost			
Access to Information (GIPA Act)	Statutory	Statutory			
Admission Fees:		Partial Cost Recovery (except in			
Broken Hill Regional Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert: The John Simons Flora and Fauna Sanctuary and Sculpture Site	Community Services	Broken Hill Regional Aquatic Centre which is set by YMCA)			
Airport Landing and Passenger Charges	Cost Recovery	100% (except RFDS and Aero Club, Emergency Services)			
Animal Control	Statutory	Statutory (Except fees for Broken Hill Veterinary Clinic)			
Carnivals – Swimming Pools	Third Party	Set by YMCA			
Cemetery Fees	Cost Recovery	100%			
Certificates For Construction/Development Work	Market Price	100%			
Chemical Toilet Charges	Cost Recovery	100%			
Civic Centre	Cost Recovery	100%			
Construction Consents, etc.	Market Price	100%			
Contaminated Waste Charges	Cost Recovery	100%			
Development Applications	Statutory	Statutory			
Driveways	Cost Recovery	100%			
Inspections of Premises	Cost Recovery	100%			

Draft Schedule of Fees and Charges 2017/2018

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Draft Operational Plan 2017-18
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Library	Cost Recovery	100 % Cost Recovery (except in regard to Sale of Old Books, Internet service and providing Writer's residence on subsidised cost)
Nature Strips and Path Works	Market Price	100%
Permits	Statutory	Statutory
Photocopying	Cost Recovery	100%
Pounds and Impounding	Cost Recovery	100%
Rates Enquiries	Cost Recovery	100%
Rents/Hire Fees	Market Price	100%
Signs – new, maintenance, replacement	Cost Recovery	100 % (except in cases involving benefit to general public)
Subdivision Applications	Market Price	100%
Trade Waste	Cost Recovery	100%
Waste Removal	Cost Recovery	100%
Willyama Common	Cost Recovery	100%
Zoning Certificates (\$149)	Statutory	Statutory

	\$ - \$ -	No charge
	\$ -	No charge
	\$ -	No charge
	\$ -	No charge
-		
73 \$		No charge
	\$ 2.27	\$ 25.00
-	10%	POA
-	\$ 1.82	-
55 \$	\$ 0.45	
	10%	Actual Cost
-	\$ 0.45	-
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Ť	10%	POA
00 \$	\$ 5.00	\$ 55.00
$\top$	10%	POA
_		
id :	\$ -	\$100.00 plus Restoration bond
00 :	\$ -	\$ 72.00
ıd S	\$ -	\$27.00 plus Restoration bond
00 \$	\$ 25.00	
00 \$	\$ 25.00	\$275 plus Restoration bond
36 \$	\$ 22.64	\$ 249.00
$\perp$	10%	By quotation
$\perp$	10%	By quotation
32 \$	\$ 8.18	
32 \$	\$ 8.18	\$90.00 Plus \$10.00 per additional m2
36 \$	\$ 8.64	\$ 95.00
T	10%	By quotation
1	10%	By quotation  By quotation
	10%	By quotation
	773 :	73 \$ 0.27 on 10% 10% 110% 110% 110% 110% 110% 110% 1

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
44	Footpath/nature strip (min 1m2) – plain concrete over 100mm	Cost recovery	m2	By quotation	10%	By quotation
45	Footpath/nature strip (min 1m2) – Pavers on concrete base	Cost recovery	m2	By quotation	10%	By quotation
46 47	Footpath/nature strip (min 1m2) – pavers on all other bases Footpath/nature strip (Min 1m2) – grass / earth	Cost recovery  Cost recovery	m2 m2	By quotation By quotation	10%	By quotation By quotation
48	Footpath/nature strip (min 1m2) – turf	Cost recovery	m2	By quotation	10%	By quotation
49	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m2	By quotation	10%	By quotation
50	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only.	Cost recovery	m2	By quotation	10%	By quotation
51	Driveways - concrete 120mm	Cost recovery	m2	By quotation	10%	By quotation
52	Driveways – concrete 200mm	Cost recovery	m2	By quotation	10%	By quotation
53	Kerb and gutter including laybacks	Cost recovery	m2	By quotation	10%	By quotation
54	Saw cutting (road or footpath)	Cost recovery	m2	By quotation	10%	By quotation
55	Road surfacing (reinstatements only) jet patching (min 1m2)	Cost recovery	m2	By quotation	10%	By quotation
56	Road surfacing (reinstatements only) emulsion spraying – hand lance (min 10m2)	Cost recovery	m2	By quotation	10%	By quotation
57	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m2)	Cost recovery	m2	By quotation	10%	By quotation
		Traffic Control		Actual Cost plus		Actual Cost plus
58	Abandoned vehicles – towing	Market price	Each	15%	10%	15%
59 60	Abandoned vehicles – storage/impoundment fees Abandoned vehicles – administration fee	Cost recovery Cost recovery	Day Each	\$ 10.00 \$ 231.82	\$ - \$ 23.18	\$ 10.00 \$ 255.00
61	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	\$ 77.27	\$ 7.73	
62	Equipment for public functions/events – erection and removal of traffic control devices	Cost recovery	Each	By quotation	10%	By quotation
63	Design of traffic control plans – consultation, site inspection and	Cost recovery	Plan	\$ 236.36	\$ 23.64	\$ 260.00
65	drafting	Cosi recovery	riun	\$ 230.36	\$ 23.04	\$ 200.00
64	Hire of traffic controllers	Cost recovery	Hour	\$ 54.55	\$ 5.45	\$ 60.00
65	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	\$ 16.36	\$ 1.64	\$18.00 plus \$50.00 refundable bond
		INGS AND PROPEI lire Fees – Parks	RTY			
		lire rees – raiks				
66	Park hire fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve)	Cost recovery	Hour	\$ 68.18	\$ 6.82	\$ 75.00
67	Park hire fee - consecutive days after initial day (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve)	Cost recovery	Per day	\$ 59.09	\$ 5.91	\$ 65.00
68	Park – key deposit (refundable)	Cost recovery	Each	\$ 35.00	\$ -	\$ 35.00
69	Duke of Cornwall Park – tennis court – day rate per court	Cost recovery	Hour	\$ 9.09	\$ 0.91	\$ 10.00
70	Duke of Cornwall Park – tennis court – night rate per court	Cost recovery	Hour	\$ 13.64	\$ 1.36	\$ 15.00
71	Dance floor hire fee (day hire)	Cost recovery	Each	\$ 586.36 \$ 1,709.09	\$ 58.64 \$ 170.91	\$ 645.00 \$ 1,880.00
72 73	Dance Floor – erection and dismantle (in addition to hire fee)  Dance floor – transportation cost	Cost recovery  Cost recovery	Each Each	\$ 1,709.09 Actual Cost	\$ 170.91 10%	Actual Cost
74	Portable outdoor chess set hire (private hire)	Cost recovery	Per day	\$ 54.55	\$ 5.45	\$ 60.00
75	Portable outdoor chess set hire (charities and community events)	Community services	Per day	No Charge	\$ -	No Charge
	Hire	Fees - Town Squa	re			
76	Town Square hire fee	Cost recovery	Per day	\$ 68.18	\$ 6.82	\$ 75.00
77	Town Square key deposit (refundable)	Cost recovery	Each	\$ 35.00	\$ -	\$ 35.00
		Hire Fees - Halls				
78	Aged Persons Rest Centre hire – half day (four hours)	Cost recovery	Half day	\$ 68.18	\$ 6.82	\$ 75.00
79	Aged Persons Rest Centre hire – full day	Cost recovery	Day	\$ 136.36	\$ 13.64	\$ 150.00
80	Aged Persons Rest Centre – regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	\$ 20.00	\$ 2.00	\$ 22.00
81	Aged Persons Rest Centre hire – charitable organisations - half day (4 hours)	Cost recovery	Half day	\$ 45.45	\$ 4.55	\$ 50.00
82	Aged Persons Rest Centre hire – charitable organisations - full day	Cost recovery	Day	\$ 90.91	\$ 9.09	\$ 100.00
	Casual Hiring - Ris	k Assessment Adı	ministrative Fee			
83	Casual hiring risk assessment administrative fee (minimum of \$60.00 based on the risk to be assessed by Council's Corporate Risk Officer)	Cost recovery	Each	\$54.55	\$ 5.45	\$ 60.00
	BUILD	INGS AND PROPE	RTY			
84	Exclusive right of burial (required for all new casket and ashes burial)	Cemetery  Cost recovery	Each	\$ 663.64	\$ 66.36	\$ 730.00
85	Exclusive right and work permit (spare plot)	Cost recovery	Each	\$ 663.64	\$ 66.36	\$ 730.00
86	Exclusive right restoration of old graves (includes work permit) - graves older than 40 years	Cost recovery	Each	\$ 250.00	\$ 25.00	\$ 275.00
87	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,004.55	\$ 100.45	\$ 1,105.00
88	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 318.18	\$ 31.82	\$ 350.00
89	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing alot	Cost recovery	Subsequent after the first	\$ 159.09	\$ 15.91	\$ 175.00
90	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 318.18	\$ 31.82	\$ 350.00
91	Weekday interment of ashes (adult or child) – new plot	Cost recovery	Each	\$ 436.36	\$ 43.64	\$ 480.00

Page   Develope interment of storogone has of cambra interest of some interest of an extension of the first of cambra interest of an extension of the first of cambra interest of an extension of the first of cambra interest of an extension of the first of cambra interest of cam	Item No	Particulars	Pricing Policy ID	Basis	Pro	posed 2017/18 Fees (ex GST)		GST		2017/18 Fees (inc GST)
Standard informer of control of the recognitor or analog grows   Control recovery   Each   S. 4,450,000   \$1,200.00   \$1,200	92		Cost recovery		\$	218.18	\$	21.82	\$	240.00
Sealing gots	93	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	\$	1,500.00	\$	150.00	\$	1,650.00
29   Suitation of cambe plouted or child; — eather grows or plot	94		Cost recovery	Each	\$	436.36	\$	43.64	\$	480.00
27   Solution interment of under journal of colors in present of under journal of unde	95		Cost recovery		\$	218.18	\$	21.82	\$	240.00
Solution							_		\$	
Society   Control of the capital control content - additional feel   Controcvery   Each   \$ 3,000   \$ 3,000   \$ 3,000   \$ 3,000   \$ 3,000   \$ 0,000   \$ 1,										
Double interment not interment of cather confident fee		· · · · · · · · · · · · · · · · · · ·	,		Ε.		Ë		_	
101   20					_		÷		_	
1920   Pre-semechal gazer gave — auditional fee   Cost recovery   Each   \$ 12727   \$ 1273   \$ 14820     1930   Respect in side memory for casel   Cost recovery   Each   \$ 12727   \$ 1273   \$ 14820     1940   Respect in side memory for gaster   Cost recovery   Each   \$ 12707   \$ 1273   \$ 14820     1950   Respect in side memory for gaster   Cost recovery   Each   \$ 12707   \$ 1273   \$ 14820     1950   Respect in side memory for gaster   Cost recovery   Each   \$ 12707   \$ 1273   \$ 14820     1950   Respect in side memory for gaster   Cost recovery   Each   \$ 12707   \$ 1273   \$ 14820     1950   Respect in side memory for gaster   Cost recovery   Each   \$ 12707   \$ 1273   \$ 14820     1950   Respect for the company in side for my work computed on side by a Cost recovery   Each   \$ 13907   \$ 1393   \$ 34500     1950   Respect for watering confirmation in-registed for all cost covery   Hour   \$ 3907	_				-		ı.		_	
100					-		÷		_	
December   Section   Sec					-		÷		_	
Cold recovery   Each	104	Reopen - slab removal for casket	Cost recovery	Each	-	321.82	\$	32.18	\$	354.00
More permit fleatings   Section 5   Sect	105	Reopen - slab removal for ashes	Cost recovery	Each	\$	159.09	\$	15.91	\$	175.00
100   Relocation within complete/jeathundson   Coff recovery   Hour   \$ 39301 \$ 39707 \$ 400.00	106		Cost recovery	Each	\$	313.64	\$	31.36	\$	345.00
Beacation within commetery/entumorition   Cold recovery   Hour   \$ 390.91   \$ 390.91   \$ 430.00	107		Cost recovery	Each	\$	159.09	\$	15.91	\$	175.00
110   Selection (Selection (Sel		Relocation within cemetery/exhumation							\$	
Saturday, Sunday, public holiday    Colin Ecolory   Nov or port freed   \$ 4.07   \$ 4.00   \$				Hour	_		÷	39.09	_	
Name	110		Cost recovery	Each	\$	181.82	\$	18.18	\$	200.00
Name Oval - day Nies (set by \$355 Committee)	111	,	,		\$	40.91	\$	4.09	\$	45.00
Mind Oval					_		-		-	
Intro party   Doy   Committee   Intro party   Doy   Committee   Intro party   Season   Get by \$355   10%   Committee   Get by \$355   10%   Committee   Get by \$355   10%   Committee   Intro party   Doy   \$   11,273   \$   12,72   \$   190,00   \$   11,273   \$   12,72   \$   190,00   \$   11,273   \$   12,72   \$   190,00   \$   11,273   \$   12,72   \$   190,00   \$   11,570   \$   14,570										
13	112	Alma Oval – day hire (set by \$355 Committee)	Third party	Day				10%		
113	113	Alma Oval - season hire - (set by \$355 Committee)	Third party	Season		(Set by \$355	Г	10%		(Set by \$355
Alma Oval - conteen electrical (access canteen electrical appliances)	114	Alma Oval – with canteen	Third party	Day	\$	172.73	\$	17.27	\$	190.00
Info party	115	Alma Oval – without canteen	Third party	Day	\$	145.70	\$	14.30	\$	160.00
118   Broken Hill Flockhold League   Phirat party   Vecr   \$ 7,04.5   \$ 7,75.00	116		Third party	Day	\$	36.36	\$	3.64	\$	40.00
Broken Hill Cricker League	117	Alma Public School	Third party	Year	\$	400.61	\$	39.39	\$	440.00
120   South Football Club										
Alma Oval - soccer training							_		_	
122   West Football Club										
Broken Hill All Breeds Obedience Dog Club	100					/00.70		(0.07	æ	/05.00
124   West Cricket Club					_		÷		_	
125   Other organisations / groups		-			-		÷		÷	
Tricing   Service   Serv					-		ı.		÷	
127   Softball Club - Itraining (ance per week)   Third party   Season   \$ 72.73   \$ 7.27   \$ 80.00     128   Soccer Club - Itraining (ance per week)   Third party   Season   \$ 72.73   \$ 7.27   \$ 80.00     129   Primary hardball cricket   Third party   Game   \$ 13.64   \$ 1.36   \$ 15.00     130   Country Rugby League - junior training   Third party   Session   \$ 9.09   \$ 0.91   \$ 10.00     131   Country Rugby League - junior scompetition   Third party   Session   \$ 13.64   \$ 1.36   \$ 15.00     132   Country Rugby League - juniors competition   Third party   Game   \$ 13.64   \$ 1.36   \$ 15.00     133   Country Rugby League - juniors competition   Third party   Game   \$ 27.27   \$ 2.73   \$ 30.00     134   Broken Hill Harness Racing Club - bar canteen rental   Third party   Game   \$ 27.27   \$ 2.73   \$ 30.00     135   Broken Hill Harness Racing Club - race meetings   Third party   Fach   \$ 89.09   \$ 85.91   \$ 945.00     136   Broken Hill Football League   Third party   Fach   \$ 236.36   \$ 23.64   \$ 280.00     137   Trials - night   Third party   Fach   \$ 236.36   \$ 23.64   \$ 280.00     138   Broken Hill Football League   Third party   Fach   \$ 21.95.45   \$ 219.55   \$ 2.415.00     139   Central Football Club (power additional)   Third party   Party   Party   \$ 60.09   \$ 60.91   \$ 670.00     140   Combined dog clubs   Third party   Party   Party   \$ 2.195.45   \$ 219.55   \$ 2.415.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   \$ 80.00     142   SCPAA - Silver City Show - show days (4) (power additional)   Third party	120				*	04.00	¥	0.40	Ψ	00.00
128   Soccer Club - Itraining (once per week)   Third party   Season   \$ 72.73  \$ 7.27  \$ 80.00	126	Barrier District Cricket League	Third party	Game	\$	27.27	\$	2.73	\$	30.00
Primary hardball cricket	127	Softball Club – training (once per week)	Third party	Season	\$	72.73	\$	7.27	\$	80.00
130   Country Rugby League – junior training   Third party   Session   \$ 9.09 \$ 0.91 \$ 10.00     131   Country Rugby League – senior training   Third party   Session   \$ 13.64 \$ 1.36 \$ 15.00     132   Country Rugby League – juniors competition   Third party   Game   \$ 13.64 \$ 1.36 \$ 15.00     133   Country Rugby League – seniors competition   Third party   Game   \$ 27.27 \$ 2.73 \$ 30.00     134   Broken Hill Harness Racing Club – bar canteen rental   Third party   Month   \$ 281.82 \$ 28.18 \$ 310.00     135   Broken Hill Harness Racing Club – race meetings   Third party   Night   \$ 859.09 \$ 85.91 \$ 945.00     136   Trials – day   Third party   Each   \$ 100.00 \$ 110.00 \$ 110.00     137   Trials – night   Third party   Each   \$ 236.36 \$ 23.64 \$ 260.00     138   Broken Hill Football League   Third party   Year   \$ 609.09 \$ 60.91 \$ 670.00     139   Central Football Club (power additional)   Third party   Day   \$ 181.82 \$ 18.18 \$ 200.00     140   Combined dag clubs   Third party   Day   \$ 154.55 \$ 15.45 \$ 170.00     142   SCPAA - Silver City Show – pre-show days (4) (power additional)   Third party   Day   \$ 772.73 \$ 77.27 \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)	128	Soccer Club – training (once per week)	Third party	Season	\$	72.73	\$	7.27	\$	80.00
131   Country Rugby League - senior training   Third party   Session   \$ 13.64 \$ 1.36 \$ 15.00     132   Country Rugby League - juniors competition   Third party   Game   \$ 13.64 \$ 1.36 \$ 15.00     133   Country Rugby League - seniors competition   Third party   Game   \$ 27.27 \$ 2.73 \$ 30.00     134   Broken Hill Harness Racing Club - bar canteen rental   Third party   Month   \$ 281.82 \$ 28.18 \$ 310.00     135   Broken Hill Harness Racing Club - race meetings   Third party   Night   \$ 859.09 \$ 85.91 \$ 945.00     136   Trials - alay   Third party   Each   \$ 100.00 \$ 10.00 \$ 110.00     137   Trials - night   Third party   Each   \$ 236.36 \$ 23.64 \$ 260.00     138   Broken Hill Football League   Third party   Year   \$ 609.09 \$ 60.91 \$ 670.00     139   Central Football Club (power additional)   Third party   Year   \$ 2.195.45 \$ 219.55 \$ 2.415.00     140   Combined dog clubs   Third party   Day   \$ 181.82 \$ 18.18 \$ 200.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   Day   \$ 772.73 \$ 77.27 \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)	129	Primary hardball cricket	Third party	Game	\$	13.64	\$	1.36	\$	15.00
132   Country Rugby League - juniors competition   Third party   Game   \$ 13.64 \$ 1.36 \$ 15.00	130	Country Rugby League – junior training	Third party	Session	\$	9.09	\$	0.91	\$	10.00
133   Country Rugby League - seniors competition   Third party   Game   \$ 27.27 \$ 2.73 \$ 30.00	131	Country Rugby League – senior training	Third party	Session	\$	13.64	\$	1.36	\$	15.00
133   Country Rugby League - seniors competition   Third party   Game   \$ 27.27 \$ 2.73 \$ 30.00	132	Country Rugby Leggue – juniors competition	Third party	Game	\$	13.64	\$	1.36	\$	15.00
134   Broken Hill Harness Racing Club - bar canteen rental   Third party   Month   \$ 281.82 \$ 28.18 \$ 310.00     135   Broken Hill Harness Racing Club - race meetings   Third party   Night   \$ 859.09 \$ 85.91 \$ 945.00     136   Trials - day   Third party   Each   \$ 100.00 \$ 10.00 \$ 110.00     137   Trials - night   Third party   Each   \$ 236.36 \$ 23.64 \$ 260.00     138   Broken Hill Football League   Third party   Year   \$ 609.09 \$ 60.91 \$ 670.00     139   Central Football Club (power additional)   Third party   Year   \$ 2,195.45 \$ 219.55 \$ 2.415.00     140   Combined dag clubs   Third party   Day   \$ 181.82 \$ 18.18 \$ 200.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   Day   \$ 154.55 \$ 15.45 \$ 170.00     142   SCPAA - Silver City Show - show days (4) (power additional)   Third party   Day   \$ 772.73 \$ 77.27 \$ 850.00     143   Casual hire   Third party   Each   Set by \$335   Committee   Set by \$335   Committee   Committ					-		_		_	
135   Broken Hill Harness Racing Club – race meetings   Third party   Night   \$ 85,90 \$ 85,91 \$ 945,00     136   Trials – day   Third party   Each   \$ 100,00 \$ 10,00 \$ 110,00     137   Trials – night   Each   \$ 236,36 \$ 23,64 \$ 260,00     138   Broken Hill Football League   Third party   Year   \$ 609,09 \$ 60,91 \$ 670,00     139   Central Football Club (power additional)   Third party   Year   \$ 2,195,45 \$ 219,55 \$ 2,415,00     140   Combined dag clubs   Third party   Day   \$ 181,82 \$ 18,18 \$ 200,00     141   SCPAA – Silver City Show – pre-show days (4) (power additional)   Third party   Day   \$ 154,55 \$ 15,45 \$ 170,00     142   SCPAA – Silver City Show – show days (4) (power additional)   Third party   Day   \$ 772,73 \$ 77,27 \$ 850,00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning of showgrounds (including cost of additional bins)   SCPAM to be responsible for cleaning	134	Broken Hill Harness Racina Club – bar canteen rental		Month	s	281.82	s	28.18	\$	310.00
136   Trials - day   Third party   Each   \$ 10.00   \$ 10.00   \$ 110.00     137   Trials - night   Third party   Each   \$ 236.36   \$ 23.64   \$ 260.00     138   Broken Hill Football League   Third party   Year   \$ 609.09   \$ 60.91   \$ 670.00     139   Central Football Club (power additional)   Third party   Year   \$ 2.195.45   \$ 219.55   \$ 2.415.00     140   Combined dag clubs   Third party   Day   \$ 181.82   \$ 18.18   \$ 200.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   Day   \$ 154.55   \$ 15.45   \$ 170.00     142   SCPAA - Silver City Show - show days (4) (power additional)   Third party   Day   \$ 772.73   \$ 77.27   \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   Set by \$335   Committee		·			-		H		_	
137   Trials - night   Third party   Each   \$ 236.36   \$ 23.64   \$ 260.00     138   Broken Hill Football League   Third party   Year   \$ 609.09   \$ 60.91   \$ 670.00     139   Central Football Club (power additional)   Third party   Year   \$ 2,195.45   \$ 219.55   \$ 2.415.00     140   Combined dag clubs   Third party   Day   \$ 181.82   \$ 18.18   \$ 200.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   Day   \$ 154.55   \$ 15.45   \$ 170.00     142   SCPAA - Silver City Show - show days (4) (power additional)   Third party   Day   \$ 772.73   \$ 77.27   \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   Set by \$335   Committee   Cosmittee   Committee   C				_	+		H		_	
138   Broken Hill Football League   Third party   Year   \$ 609.09   \$ 60.91   \$ 670.00     139   Central Football Club (power additional)   Third party   Year   \$ 2,195.45   \$ 219.55   \$ 2.415.00     140   Combined dag clubs   Third party   Day   \$ 181.82   \$ 18.18   \$ 200.00     141   SCPAA - Silver City Show – pre-show days (4) (power additional)   Third party   Day   \$ 154.55   \$ 15.45   \$ 170.00     142   SCPAA - Silver City Show – show days (4) (power additional)   Third party   Day   \$ 772.73   \$ 77.27   \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)   Set by \$335   Committee   Cosmittee   Committee   Committ		·			H		H			
139 Central Football Club (power additional)  Third party Year \$ 2,195.45 \$ 219.55 \$ 2.415.00  140 Combined dog clubs Third party Day \$ 181.82 \$ 18.18 \$ 200.00  141 SCPAA - Silver City Show - pre-show days (4) (power additional) Third party Day \$ 154.55 \$ 15.45 \$ 170.00  142 SCPAA - Silver City Show - show days (4) (power additional) Third party Day \$ 772.73 \$ 77.27 \$ 850.00  SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)  143 Casual hire Third party Each Set by \$355 Committee					-		-		_	
140   Combined dog clubs   Third party   Day   \$ 181.82 \$ 18.18 \$ 200.00     141   SCPAA - Silver City Show - pre-show days (4) (power additional)   Third party   Day   \$ 154.55 \$ 15.45 \$ 170.00     142   SCPAA - Silver City Show - show days (4) (power additional)   Third party   Day   \$ 772.73 \$ 772.7 \$ 850.00     SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)     143   Casual hire   Third party   Each   Set by \$355   Committee   Committe		· ·			÷		H		_	
141 SCPAA - Silver City Show – pre-show days (4) (power additional) Third party Day \$ 154.55 \$ 15.45 \$ 170.00  142 SCPAA - Silver City Show – show days (4) (power additional) Third party Day \$ 772.73 \$ 77.27 \$ 850.00  SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)  143 Casual hire Third party Each Set by \$355 Committee			Third party		\$	2,195.45	\$	219.55	\$	
142 SCPAA - Silver City Show – show days (4) (power additional) Third party Day \$ 772.73 \$ 77.27 \$ 850.00  SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)  143 Casual hire Third party Each Set by \$355 Committee	140	Combined dog clubs	Third party	Day	\$	181.82	\$	18.18	\$	200.00
SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)  143 Casual hire Third party Each Set by \$355 Committee 10% Committee	141	SCPAA - Silver City Show – pre-show days (4) (power additional)	Third party	Day	\$	154.55	\$	15.45	\$	170.00
143 Casual hire Third party Each Set by \$355 Committee 10% Set by \$355 Committee	142				٠.		\$	77.27	\$	850.00
143 Casual nire Inira parry Each Committee 10% Committee		SCPAA to be responsible for cleaning	g of showgrounds	(including cost of addition	onal		_			Set by S2EE
	143	Casual hire	Third party	Each	L		L	10%		
	144	School carnivals – full day	Third party	Day	\$	177.27	\$	17.73	\$	195.00

Line   Control control   Property   Property   Property   Sept	Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
Name of Softing Company	145	School carnivals – half day (9am–12pm or 12pm–3pm)	Third party	Day	\$ 118.18	\$ 11.82	\$ 130.00
Brief parks   Ciscole lacque	146	Memorial Oval - advertising	Cost recovery	Each/ per year	\$ 559.09	\$ 55.91	\$ 615.00
Held   Sector   Principal principal provided   The principal pri	1.47				440.03	44.00	* 705.00
Help poly		· · · · · · · · · · · · · · · · · · ·					
1905   Primary Introduction							
1932   Sociolar eventi ovari final colorome   Pinet posty   Doy   \$ 77.72   \$ 2,85.95							-
Secretary   Secr							
1545   Second events—puriors   Person   \$ 2.72   \$ 3.00							-
150   Bord - of regranciators yethrodate)   Protegorby   Season   \$ 104.5 \$ 1.04 \$ 1.15.00							
150							-
1935   Secure five Early ASSO-Currentiates   100   1		Pic	ton Sportsground				
199   Delicent Bill Spots   Set by 3355 Committee	157	Oval – Day Hire (Set by \$355 Committee)	Third party	Day		10%	
Bit   Book   Mol   Angeler   Committee	158	Season Hire (Set by \$355 Committee)	Third party	Season	Set by \$355	10%	Set by \$355
199   Boten Hill Social Association Inc.					Committee		Committee
143   Sevent HIL Civic Corbestors	159				\$ 590.91	\$ 59.09	\$ 650.00
International Control	160	BIU Band Inc.	Third party	Year	\$ 590.91	\$ 59.09	\$ 650.00
163   Deposit Perfundacion   Price   Procession   Proce							
Note   Process							
Vehicle woth boy							
Visitor Information Certific   Fest or Service Potitions	104				\$ 27.27	ψ Z./3	\$ 50.00
Vehicle wash boy		key Dilecti		Collottiy			
166   Showers (per shower)		Visito		tre			
Market price		Fees	for Service Partne	rs			
167   Signage - display board (per sign) - large	165		Market price	Each			
168   Signage - display board (per sign   - small   Market price   Year   \$ 2.277   \$ 2.273   \$ 2.200.0     169   Sales commission (accommodations, tours and attractions)   Market price   Sales   178, Commission on soles   170							
169   Sales commission   (accommodations, tours and attractions)   Market price   Sales   12% Commission   10%   12% Commission on soles   170   189							-
Sales   Contrassion (accommodations, total and attractions)   Market price   Soles   Contrassion (accommodations)   Market price   Soles   Contrassion   Soles   Sol							•
171   Signage - display board (per sign) - banner		· ·			on sales		sales
Traffic management plan (per plan per location)	-						-
172   Traffic management plan (per plan per location)	171			Year	\$ 431.82	\$ 43.18	\$ 475.00
Post	172			Each	\$ 236.36	\$ 23.64	\$ 260.00
173   Organised conference - full package							
173		EVENT		CES			
174   Full Civic Centre hire	170	Our had a story of the sales		5 male	200	1007	PO 4
175   Auditorium per day   Market price   8am - 12am   \$ 1,200.00   \$ 120.00   \$ 1,320.00     176   Auditorium half hali per day   Market price   8am - 12am   \$ 600.00   \$ 660.00     177   Auditorium per hour   Market price   Hour   \$ 163.64   \$ 16.36   \$ 180.00     178   Auditorium half hali per hour   Market price   8am - 12am   \$ 150.00   \$ 15.00   \$ 165.00     179   Auditorium per day - government, community, charity, schools and not for profit [includes one staff member]   Market price   8am - 12am   \$ 840.00   \$ 84.00   \$ 924.00     180   Auditorium half hali per day - government, community, charity, schools and not for profit [includes one staff member]   Market price   8am - 12am   \$ 420.00   \$ 42.00   \$ 462.00     181   Auditorium per hour - government, community, charity, schools and not for profit [includes one staff member]   Market price   Hour   \$ 140.00   \$ 14.00   \$							
176							-
177						<u> </u>	-
178						<u> </u>	-
Auditorium per day - government, community, charity, schools and not for profit (includes one staff member)		· ·					
Notification   Noti	178	·	Market price	8am - 12am	\$ 150.00	\$ 15.00	\$ 165.00
180	179		Market price	8am - 12am	\$ 840.00	\$ 84.00	\$ 924.00
181	180		Market price	8am - 12am	\$ 420.00	\$ 42.00	\$ 462.00
Notified profit (includes one staff member)   Market price   Sam - 12am   \$ 105.00   \$ 10.50   \$ 115.50						-	Ψ
Schools and not for profit (includes one staff member)   Market price   Sam - 12am   \$ 15.00 \$ 15.00 \$ 165.00	181		Market price	Hour	\$ 140.00	\$ 14.00	\$ 154.00
183   Ground floor function room one (Chips Rafferty room) per hour   Market price   8am - 12am   \$ 15.00   \$ 15.00   \$ 165.00     184   Ground floor foyer only   Market price   Per day (or part thereof) 8am - 12am   \$ 250.00   \$ 25.00   \$ 275.00     185   Administration office   Market price   Per day - 8am - 6pm   \$ 100.00   \$ 110.00   \$ 110.00     186   Full second floor day rate   Market price   8am - 12am   \$ 1,200.00   \$ 120.00   \$ 1320.00     187   Function/meeting room upstairs day rate   Market price   8am - 12am   \$ 500.00   \$ 500.00   \$ 550.00     188   Function/meeting rooms upstairs hourly rate   Market price   8am - 12am   \$ 500.00   \$ 500.00   \$ 550.00     189   Upstairs lounge hourly rate   Market price   8am - 12am   \$ 77.27   \$ 7.73   \$ 85.00     190   Change rooms   Market price   Per room   \$ 18.18   \$ 1.82   \$ 20.00     191   Kitchen   Market price   Per day - 8am - 12am   \$ 231.82   \$ 23.18   \$ 255.00     192   Public holiday/weekend/night (6pm - 12am) surcharge   Market price   Per hire fee   25% Surcharge   10%   25% Surcharge     193   Deposit to secure booking   Market price   Each   25% of Quote   10%   25% of Quote     194   Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)   Market price   Hour   \$ 300.00   \$ 30.00	182		Market price	8am - 12am	\$ 105.00	\$ 10.50	\$ 115.50
184   Ground floor foyer only   Market price   Per day (or part thereof) 8am - 12am   \$ 25.00 \$ 25.00 \$ 275.00							
184   Global Boor Royer Only   Market price   Thereof] 8am - 12am   \$ 25.00   \$ 25.00   \$ 25.00   \$ 10.00   \$ 110.00   \$ 110.00   \$ 185   \$ 4 dministration office   Market price   Rer day - 8am - 6pm   \$ 100.00   \$ 10.00   \$ 110.							
186         Full second floor day rate         Market price         8am - 12am         \$ 1,20,00         \$ 120,00         \$ 1,320,00           187         Function/meeting room upstairs day rate         Market price         8am - 12am         \$ 50,00         \$ 50,00         \$ 550,00           188         Function/meeting rooms upstairs hourly rate         Market price         8am - 12am         \$ 150,00         \$ 5,00         \$ 155,00           189         Upstairs lounge hourly rate         Market price         8am - 12am         \$ 77,27         \$ 7,73         \$ 85,00           190         Change rooms         Market price         Per room         \$ 18.18         \$ 1.82         \$ 20,00           191         Kitchen         Market price         Per day - 8am - 12am         \$ 231,82         \$ 23.18         \$ 255,00           192         Public holiday/weekend/night (6pm - 12am) surcharge         Market price         Per hire fee         25% Surcharge         10%         25% Surcharge           193         Deposit to secure booking         Market price         Each         25% of Quote         10%         25% of Quote           194         Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)         Market price         Hour         \$ 30,00         \$ 30,00         \$ 30,00 </td <td></td> <td>Ground floor foyer only</td> <td></td> <td></td> <td></td> <td></td> <td>•</td>		Ground floor foyer only					•
187   Function/meeting room upstairs day rate   Market price   8am - 12am   \$ 500.00   \$ 50.00   \$ 550.00     188   Function/meeting rooms upstairs hourly rate   Market price   8am - 12am   \$ 150.00   \$ 5.00   \$ 155.00     189   Upstairs lounge hourly rate   Market price   8am - 12am   \$ 77.27   \$ 7.73   \$ 85.00     190   Change rooms   Market price   Per room   \$ 18.18   \$ 1.82   \$ 20.00     191   Kitchen   Market price   Per day - 8am - 12am   \$ 231.82   \$ 23.18   \$ 255.00     192   Public holiday/weekend/night (6pm - 12am) surcharge   Market price   Per hire fee   25% surcharge   10%   25% surcharge     193   Deposit to secure booking   Market price   Each   25% of Quote   10%   25% of Quote     194   Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)   Market price   Hour   \$ 300.00   \$ 30.00   \$ 330.00     188   Function for the price   F		Administration office	Market price	Per day - 8am - 6pm			-
188   Function/meeting rooms upstairs hourly rate   Market price   8am - 12am   \$ 15.00   \$ 5.00   \$ 155.00     189   Upstairs lounge hourly rate   Market price   8am - 12am   \$ 77.27   \$ 7.73   \$ 85.00     190   Change rooms   Market price   Per room   \$ 18.18   \$ 1.82   \$ 20.00     191   Kitchen   Market price   Per day - 8am - 12am   \$ 231.82   \$ 23.18   \$ 255.00     192   Public holiday/weekend/night (6pm - 12am) surcharge   Market price   Per hire fee   25% surcharge   10%   25% surcharge     193   Deposit to secure booking   Market price   Each   25% of Quote   10%   25% of Quote     194   Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)   Market price   Hour   \$ 300.00   \$ 30.00   \$ 330.00     189   Upstair to some price in the price   Hour   \$ 300.00   \$ 30.00   \$ 30.00     180   Vision extending beyond contracted finishing time (hourly fee plus about cost and gst)   Market price   Hour   \$ 300.00   \$ 30.00	186		Market price			\$ 120.00	
189         Upstairs lounge hourly rate         Market price         8am - 12am         \$ 77.27         \$ 7.73         \$ 85.00           190         Change rooms         Market price         Per room         \$ 18.18         \$ 1.82         \$ 20.00           191         Kitchen         Market price         Per day - 8am - 12am         \$ 23.82         \$ 23.18         \$ 255.00           192         Public holiday/weekend/night (6pm - 12am) surcharge         Market price         Per hire fee         25% Surcharge         10%         25% Surcharge           193         Deposit to secure booking         Market price         Each         25% of Quote         10%         25% of Quote           194         Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)         Market price         Hour         \$ 30.00         \$ 30.00         \$ 30.00	187	Function/meeting room upstairs day rate	Market price	8am - 12am	\$ 500.00	<u> </u>	-
190   Change rooms	188	Function/meeting rooms upstairs hourly rate	Market price	8am - 12am	\$ 150.00	\$ 5.00	\$ 155.00
191         Kitchen         Market price         Per day - 8am - 12am         \$ 231.82         \$ 23.18         \$ 255.00           192         Public holiday/weekend/night (6pm - 12am) surcharge         Market price         Per hire fee         25% Surcharge         10%         25% Surcharge           193         Deposit to secure booking         Market price         Each         25% of Quote         10%         25% of Quote           194         Functions extending beyond contracted finishing time (hourly fee plus about cost and gst)         Market price         Hour         \$ 30.00         \$ 30.00         \$ 30.00	189	Upstairs lounge hourly rate	Market price	8am - 12am	\$ 77.27	\$ 7.73	\$ 85.00
192     Public holiday/weekend/night (6pm - 12am) surcharge     Market price     Per hire fee     25% Surcharge     10%     25% Surcharge       193     Deposit to secure booking     Market price     Each     25% of Quote     10%     25% of Quote       194     Functions extending beyond contracted finishing time (hourly fee plus abour cost and gst)     Market price     Hour     \$ 300.00     \$ 30.00     \$ 330.00	190	Change rooms	Market price	Per room	\$ 18.18	\$ 1.82	\$ 20.00
192     Public holiday/weekend/night (6pm - 12am) surcharge     Market price     Per hire fee     25% Surcharge     10%     25% Surcharge       193     Deposit to secure booking     Market price     Each     25% of Quote     10%     25% of Quote       194     Functions extending beyond contracted finishing time (hourly fee plus abour cost and gst)     Market price     Hour     \$ 300.00     \$ 30.00     \$ 330.00	191	Kitchen	Market price	Per day - 8am - 12am	\$ 231.82	\$ 23.18	\$ 255.00
193 Deposit to secure booking Market price Each 25% of Quote 10% 25% of Quote  194 Functions extending beyond contracted finishing filme (hourly fee plus labour cost and gst)  Market price Hour \$ 300.00 \$ 30.00 \$ 330.00	100			Dor him for			
Functions extending beyond contracted finishing time (hourly fee plus labour cost and gst)  Market price Hour \$ 300.00 \$ 30.00 \$ 330.00							
194 (abour cost and gst) Market price Hour \$ 300.00 \$ 30.00 \$ 30.00	193		Market price	Each	25% of Quote	10%	25% of Quote
195         Additional staff - Mon - Fri - 8am-6pm (per staff member)         Market price         Hour         \$ 51.82         \$ 5.18         \$ 57.00	194		Market price	Hour	\$ 300.00	\$ 30.00	\$ 330.00
	195	Additional staff – Mon – Fri - 8am-6pm (per staff member)	Market price	Hour	\$ 51.82	\$ 5.18	\$ 57.00

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
196	Additional staff (per staff member) 6pm-8am, Sat, Sun, public holidays	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
197	Excess cleaning charge - Mon - Fri - 8am–6pm	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
198	Excess cleaning charge 6pm-8am, Sat, Sun, public holidays	Market price	Hour	\$ 104.55	\$ 10.45	\$ 115.00
199	Additional technical staff - Mon - Fri - 8am-6pm	Market price	Hour	\$ 81.82	\$ 8.18	\$ 90.00
200	Additional technical staff - 6pm–8am, Sat, Sun, public holidays	Market price	Hour	\$ 113.64	\$ 11.36	\$ 125.00
201	Setup outside venue	Market price	Per event	\$ 200.00	\$ 20.00	\$ 220.00
202	Setup outside venue (outside business hours)	Market price	Per event	\$ 300.00	\$ 30.00	\$ 330.00
203	Ticket commission	Market price	Ticket	10% of ticket price	10%	10% of ticket price
204	Merchandise sales	Market price	Event	10% Gross	10%	10% Gross
205	Civic centre bar - commercial	Market price	Per event	100% sales to Civic Centre	100% sales to Civic Centre	100% sales to Civic Centre
206	Civic centre bar - not-for-profit	Cost recovery	Per event	50% profit to Civic Centre 50% profit to not-for-profit organisation	50% profit to Civic Centre 50% profit to not-for-profit organisation	50% profit to Civic Centre 50% profit to not-for-profit organisation
207	Breakages	Market price	Each	Actual Cost	10%	Actual Cost
208	Lighting gels (remain property of BHCC)	Market price	Per item	50% cost	10%	50% cost
209	Testing and tagging of equipment	Market price	Per item	\$ 45.45	\$ 4.55	\$ 50.00
210	Three phase power	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
211	Laptop computer	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
212	Data projector and screen	Market price	Per day	\$ 50.00 Actual Cost plus	\$ 5.00	\$ 55.00 Actual Cost plus
213	Special external equipment hire (includes administration fee)	Market price	Per event	12.5%	10%	12.5%
214	Streaming / data upload	Market price	Per day	\$ 300.00	\$ 30.00	\$ 330.00
215	Civic Centre tele-conferencing	Market price Market price	Hour Session	\$ 50.00 \$ 40.91	\$ 5.00 \$ 4.09	\$ 55.00 \$ 45.00
217	Smoke machine Steinway piano (includes tuning)	Market price	Booking	\$ 250.00	\$ 4.09 \$ 25.00	\$ 275.00
218	Tea and coffee service (continuous)	Cost recovery	Per head	\$ 5.45	\$ 0.55	\$ 6.00
219	Tea, coffee and biscuits (continuous)	Cost recovery	Per head	\$ 7.27	\$ 0.73	\$ 8.00
220	Tea, coffee, orange juice and biscuits (continuous)	Cost recovery AIRPORT	Per head	\$ 9.09	\$ 0.91	\$ 10.00
220		AIRPORT irport Operations at operate on a s	et timetable regularly la	nding in Broken Hill r	more than twice	
220	A and Passenger Charges: Regular Passenger Transport (RPT) operators th	AIRPORT irport Operations at operate on a s	et timetable regularly la	nding in Broken Hill r	more than twice	
220	and Passenger Charges: Regular Passenger Transport (RPT) operators the where Aliport facilities are made available to the operator of the second control o	AIRPORT irrord Operations at operate on a ser and its passenger Cost recovery	et timetable regularly la ers, including counter ar Person	nding in Broken Hill i d bagage handlin Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence) eneral, that utilise gr	more than twice g facilities.  10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)
220 Landing 221	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator of the Airport facilities are made available to the operator of the Airport facilities are made available to the operator of the Airport Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or all Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account	AIRPORT irport Operations at operate on a s or and its passenge  Cost recovery  arritable, but excl  Cost recovery  Cost recovery	ef timetable regularly la ers, including counter ar Person uding RPT operators in g Landing	anding in Broken Hill in the baggage handling harangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise gr	nore than twice g facilities.  10%  eneral airport fc \$ 1.82 \$ 3.18	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence) scilities \$ 20,00 \$ 35,00
220 Landing 221 222 223 224	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator of the op	AIRPORT irport Operations at operate on a s or and its passenge  Cost recovery  Cost recovery  Cost recovery  Cost recovery  Cost recovery	et timetable regularly lai ers, including counter ar Person uding RPT operators in g Landing Landing Landing	Arrangement for Rex Fees to be covered under Partnership agreement (Commercial in confidence)  \$ 18.18 \$ 31.82 \$ 63.64	nore than twice g facilities.  10%  eneral airport for \$ 1.82 \$ 3.18 \$ 6.36	Arrangement for Rex fees to be covered under Partnership agreement {Commercial in conflictence} scalibles \$ 20.00 \$ 35.00 \$ 70.00
220 Landing 221	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator of the Airport facilities are made available to the operator of the Airport facilities are made available to the operator of the Airport Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or all Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account	AIRPORT irport Operations at operate on a s or and its passenge  Cost recovery  arritable, but excl  Cost recovery  Cost recovery	ef timetable regularly la ers, including counter ar Person uding RPT operators in g Landing	anding in Broken Hill in the baggage handling harangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise gr	nore than twice g facilities.  10%  eneral airport fc \$ 1.82 \$ 3.18	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence) scilities \$ 20.00 \$ 35.00
220 Landing 221 222 223 224 225 226 227	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or active to the council state of the council and the council associated to the council	AIRPORT firport Operations at operate on a ser and its passenge  Cost recovery	et timetable regularly lai ers, including counter ar Person  Voting RPT operators in g  Landing  Landing  Landing  Landing  Landing  Landing  Landing  Landing  Landing	Arrangement for Rex Fees to be covered under Partnership agreement (Commercial in confidence)  s 18.18  18.18  18.18  19.27  24.55  27.27	nore than twice g facilities.  10%  eneral airport for \$ 1.82 \$ 3.18 \$ 6.36 \$ 12.27 \$ 2.45 \$ 2.73	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence) s 35.00 \$ 70.00 \$ 135.00 \$ 27.00 \$ 30.00 \$
220 Landing  221  222 223 224 225 226 227 228	And Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 5000kg MTOW – account 5001kg to 1000kg MTOW – account 11001kg to 11000kg MTOW – account 11001kg to 15000kg MTOW – account 11001kg to 15000kg MTOW – account 15001kg to 15000kg MTOW – account 15001kg to 15000kg MTOW – account	AIRPORT irport Operations at operate on a s or and its passenge  Cost recovery	et timetable regularly la ers, including counter ar Person Valing RPT operators in g Landing Landing Landing Landing Landing Landing Landing Landing Landing	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  \$ 18.18 \$ 31.82 \$ 43.64 \$ 122.73 \$ 24.55 \$ 27.27 \$ 36.36	10%   10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  \$ 20,00 \$ 35,00 \$ 70,00 \$ 135,00 \$ 27,00 \$ 3,000 \$ 40,00 \$
220 Landing 221 222 223 224 225 226 227	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or active to the council state of the council and the council associated to the council	AIRPORT firport Operations at operate on a ser and its passenge  Cost recovery	et timetable regularly lai ers, including counter ar Person  Voting RPT operators in g  Landing  Landing  Landing  Landing  Landing  Landing  Landing  Landing  Landing	Arrangement for Rex Fees to be covered under Partnership agreement (Commercial in confidence)  s 18.18  18.18  18.18  19.27  24.55  27.27	10%   10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence) s 35.00 \$ 70.00 \$ 135.00 \$ 27.00 \$ 30.00 \$
221  221  222  223  224  225  226  227  228  229	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl. Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 5000kg MTOW – account 5001kg to 15000kg MTOW – account 1001kg to 15000kg MTOW – account 11001kg to 15000kg MTOW – account 1001kg plus MTOW 40000kg MTOW 40001kg plus MTOW	Cost recovery	et timetable regularly la ers, including counter ar Person Uding RPT operators in g Landing Landing Landing Landing Landing Landing Landing Landing Landing Landing	anding in Broken Hill in the baggage handling in Broken Hill in the baggage handling arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise greeneral, that utilise greeneral	nore than twice g facilities.  10%  eneral airport fc \$ 1.82 \$ 3.18 \$ 6.36 \$ 12.27 \$ 2.45 \$ 2.73 \$ 3.64 \$ 4.55	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in conflicience) scillities \$ 20,00 \$ 35,00 \$ 70,00 \$ 135,00 \$ 27,00 \$ 30,00 \$ 30,00 \$ 5 30,00 \$ 5 30,00 \$ 5 30,00 \$ 5 50,00 \$ 5 50,00
220  Landing  221  222 223 224 225 226 227 228 229 230	A and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl. Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 5000kg MTOW – account 5001kg to 7000kg MTOW – account 1001kg to 11000kg MTOW – account 11001kg to 15000kg MTOW – account 15001kg to 15000kg MTOW – account 15000kg MTOW – accoun	AIRPORT irport Operations at operate on a ser and its passenge  Cost recovery	ef timetable regularly la ers, including counter ar Person Uding RPT operators in g Landing Landing Landing Landing Landing Landing Landing Landing Landing Landing Landing	anding in Broken Hill in dispagase handlin Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  s 18.18 \$ 18.18 \$ 31.82 \$ 43.64 \$ 122.73 \$ 24.55 \$ 27.27 \$ 36.36 \$ 45.45 \$ 9.09	nore than twice g facilities.  10%  eneral airport fc \$ 1.82 \$ 3.18 \$ 6.36 \$ 12.27 \$ 2.45 \$ 2.73 \$ 3.64 \$ 4.55 \$ 0.91	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence).  scilitles  \$ 20.00 \$ 35.00 \$ 135.00 \$ 27.00 \$ 30.00 \$ 10.00
221  221  222  223  224  225  226  227  228  229  230  231	And Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  RPT Passenger Charges (arriving and departing), Special arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or all to the count are count as a count and the count are count as a count and the count are count as a count are count are count are count and the count are count are count and the count are count are count are count are count and the count are count a	Cost recovery	ef timetable regularly la ers, including counter ar Person  Person  Landing	anding in Broken Hill in dispagase handlin Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise given the second of the s	nore than twice g facilities.  10%  10%  10%  1.82  \$ 1.82  \$ 3.18  \$ 6.36  \$ 12.27  \$ 2.45  \$ 2.73  \$ 3.64  \$ 4.55  \$ 0.91  \$ 0.45	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence).  scilitles  \$ 20.00 \$ 35.00 \$ 135.00 \$ 27.00 \$ 30.00 \$ 10.00 \$ 5.00 \$ 5.00 \$ 5.00 \$ 5.00 \$ 5.00
220  Landing  221  222  223  224  225  226  227  230  231  232	and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl. Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 5000kg MTOW – account 5001kg to 7000kg MTOW – account 1001kg to 15000kg MTOW – account 11001kg to 15000kg MTOW – MTOW MIDDON MIDD	Cost recovery	et timetable regularly la ers, including counter ar Person  Person  Landing	anding in Broken Hill in dispagase handlin and baggage handlin Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise g.  \$ 18.18 \$ 31.82 \$ 63.64 \$ 122.73 \$ 24.55 \$ 27.27 \$ 36.36 \$ 45.45 \$ 9.09 \$ 4.55	nore than twice g facilities.  10%  eneral airport fc \$ 1.82 \$ 3.18 \$ 6.36 \$ 12.27 \$ 2.45 \$ 2.73 \$ 3.64 \$ 4.55 \$ 0.91 \$ 0.45	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in conflictence) \$ 35.00 \$ 70.00 \$ 135.00 \$ 27.00 \$ 30.00 \$ 5.0
221  221  222 223 224 225 226 227 228 229 230 231 232 233	And Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or a close to a count and the count are count as the count are count are count are count as the count are c	Cost recovery  Community  services  Community  services	et timetable regularly la pres, including counter are person  Person  Person  Landing	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  **Bandar	10%   10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence).  \$ 20,00 \$ 35,00 \$ 70,00 \$ 135,00 \$ 70,00 \$ 10,
221  221  222 223 224 225 226 227 228 229 230 231 232 233	and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl. Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 55000kg MTOW – account 15001kg to 5000kg MTOW – account 15001kg to 11000kg MTOW – account 11001kg to 11000kg MTOW – account 11001kg to 11000kg MTOW – account 11001kg to 15000kg MTO	Cost recovery  Cost r	et timetable regularly la ars, including counter ar Person  Person  Landing	anding in Broken Hill in the baggage handling and baggage handling are seen to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise greeneral, that utilise greener	*** 1.82 *** 3.18 *** 6.36 *** 1.2.7 *** 2.45 *** 2.73 *** 3.64 *** 4.55 *** 0.91 *** 0.45 *** 10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  stilltes  \$ 20.00 \$ 35.00 \$ 70.00 \$ 135.00 \$ 27.00 \$ 30.00 \$ 10.00 \$ 50.00  Africal performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day
221  221  222  223  224  225  226  227  228  229  230  231  232  233	and Passenger Charges: Regular Passenger Transport (RPT) operators the where Airport facilities are made available to the operator arrangements may apply by Council Resolution.  Aviation including but not limited to commercial Cost Recovery or cl. Up to 2500kg Maximum Takeoff Weight – account 2501kg to 3500kg MTOW – account 3501kg to 5000kg MTOW – account 5001kg to 7000kg MTOW – account 1001kg to 15000kg MTOW – account 11001kg to 15000kg MTOW – account 11001kg to 15000kg MTOW – account 15001kg to 15000kg MTOW – account 15001kg to 15000kg MTOW – account 15001kg by 1500kg MTOW – accoun	Cost recovery  Cost r	et timetable regularly la pers, including counter are person  Person  Person  Landing	ading in Broken Hill in displaying the hold baggage handling agreement for Rex fees to be covered under Partnership agreement (Commercial in confidence)  eneral, that utilise general, that general gen	** 1.82	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in contidence)  \$ 20,00 \$ 35,00 \$ 70,00 \$ 135,00 \$ 27,00 \$ 40,00 \$ 50,00 \$ 50,00 \$ 50,00  Arrangement for the same day on the same day

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Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
239	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	\$ 40.91	\$ 4.09	\$ 45.00
240	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	\$ 68.18	\$ 6.82	\$ 75.00
241	Permanent space (per space)	Cost recovery	Month	\$ 59.09	\$ 5.91	\$ 65.00
242	Casual space (per space)	Cost recovery	Day	\$ 9.09	\$ 0.91	\$ 10.00
242	Car Parking (Unse			10 45.45	. 455	¢ 50.00
243	Permanent space Casual space	Cost recovery  Cost recovery	Month Day	\$ 45.45 \$ 7.27		\$ 50.00 \$ 8.00
	Airport Termina	Building Advertis	ing - External			
245	Signage 2.4m x 1.2m	Cost recovery	Year	\$ 727.27	\$ 72.73	\$ 800.00
	Key Directio  LIVING DESERT: THE JOHN SIMONS FL			TURE SITE		
	G	eneral Admission				
246	Adult (each)	Cost recovery	Per visit	\$ 5.45	\$ 0.55	\$ 6.00
247	Concession (pensioners, student, seniors card, groups)	Community services	Per visit	\$ 5.45	\$ 0.55	\$ 6.00
248	Child under 5 years	Community services	Per visit	No Charge	\$ -	No Charge
249	Family with children	Cost recovery	Per visit	\$ 20.00	\$ 2.00	\$ 22.00
		Annual Passes		-	-	7
250	Residents pass (each adult)	Cost recovery	Per person per year	\$ 20.00	\$ 2.00	\$ 22.00
251	Residents pass – concession (each)	Community services	Per person per year	\$ 16.36	\$ 1.64	\$ 18.00
	Pr	rimitive Camping				
252	Site fee - adult (each) per night	Cost recovery	Person	\$ 9.09	\$ 0.91	\$ 10.00
253	Site fee - child under 16 years (each) per night	Community services	Person	\$ 4.55	\$ 0.45	\$ 5.00
254	Entry device deposit (refundable)	Cost recovery	Each	\$ 45.45	\$ 4.55	\$ 50.00
	mily according to the control of	Function Hire			4	*
255	Up to 100 persons	Cost recovery	Function	\$ 104.55		\$ 115.00
256 257	101 - 250 persons 251 persons and above	Cost recovery Cost recovery	Function Function	\$ 259.09 \$ 513.64		\$ 285.00 \$ 565.00
258	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	\$ 54.55		
	WIL	LYAMA COMMON				
259	Driving fee Pounc	Cost recovery	ing Beast	Actual Cost	\$ -	Actual Cost
260	Impoundment fee	Cost recovery	Beast	Actual Cost	\$ -	Actual Cost
261	Release fee	Cost recovery	Beast	Actual Cost	\$ -	Actual Cost
262	Deterrent fee Total cost per beast \$100.00 - one beast represents one horse or cow	Cost recovery	Beast	Actual Cost	\$ -	Actual Cost
263	and equivalent to ten sheep or goats	Cost recovery	Beast	Actual Cost	\$ -	Actual Cost
264	Sustenance fee	Cost recovery	Beast	Actual Cost	\$ -	Actual Cost
265	Agistment Fees – up to three horses / cattle (charge per head)	Agistment Cost recovery	Week	\$ 19.37	\$ 1.94	\$ 21.00
266	Agistment Fees – Up to 20 sheep / goats (charge per head)	Cost recovery	Week	\$ 3.69		\$ 4.00
0.47		Enrolment	-			4 1/00
267	Application for enrolment as a commoner  Notice of Appeal – local land board against refusal of application for	Cost recovery	Each	\$ 14.76		\$ 16.00
268	enrolment	Cost recovery	Each	\$ 54.55	\$ 5.45	\$ 60.00
	PLANNING, DEV Development Consi	/ELOPMENT AND C				
	Development involving the erection of a building,			of a work or a build	lina	
269	DA fee – estimated cost up to \$5,000	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
209	DATee - esimaled cost up to \$5,000	Sidibiory	Edch	\$170.00 plus an	<b>\$</b>	\$170.00 plus an
270	DA fee – estimated cost between \$5,001 and \$50,000	Statutory	Each	additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost	\$ -	additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost
271	DA fee – estimated cost between \$50,001 and \$250,000	Statutory	Each	\$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000	l	\$352.00 plus an additional \$3.64 for each \$1,000.00 for part of \$1,000.00) by which the estimated cost exceeds \$50,000
272	DA fee – estimated cost between \$250,001 and \$500,000	Statutory	Each	\$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$ -	\$1,160.00 plus an additional \$2,34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
273	DA fee – estimated cost between \$500,001 and \$1,000,000	Statutory	Each	\$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$ -	\$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
274	DA fee - estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	\$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
275	DA fee – estirnated cost more than \$10,000,000	Statutory	Each	\$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$15,875,00 plus an additional \$1,19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
276	DA fee – new dwelling-house (including alterations/additions/manufactured homes, etc.) where estimated cost is \$100,000 or less	Statutory	Each	\$ 455.00	\$ -	\$ 455.00
277	Development NOT involving the erect!  DA – development for the purpose of one or more advertisements	on of a building, t	e carrying out of work o	\$285.00 plus \$93.00 for each advertisement in excess of one; OR as per table above, whichever is greater	\$ -	\$285.00 plus \$93.00 for each advertisement in excess of one; OR as per table above, whichever is greater
278	DA fee	Statutory obdivision of Land	Each	\$ 285.00	\$ -	\$ 285.00
279	DA fee — subdivisions (not strata) - creation of the same or less number of lots	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
280	DA fee – subdivision (not strata) - not involving the opening of a public road	Statutory	Each	\$330.00, plus \$53.00 for each additional lot created by the subdivision	\$ -	\$330.00, plus \$53.00 for each additional lot created by the subdivision
281	DA fee – subdivision (not strata) - involving the opening of a public road	Statutory	Each	\$665.00 plus \$65.00 for each additional lot created by the subdivision	\$ -	\$665.00 plus \$65.00 for each additional lot created by the subdivision
282	DA fee – strata subdivision	Statutory	Each	\$330.00 plus \$65.00 for each additional lot created by the subdivision	\$ -	\$330.00 plus \$65.00 for each additional lot created by the subdivision
		Application - Add	litional Fees			
283	DA fee – development requiring neighbour notification and/or local advertising under dcp/epi	Statutory	Each	\$ 300.00	\$ -	\$ 300.00
	DA fee – advertised/prohibited development advertising fee	Statutory	Each	\$1,105.00 (unspent portion to be refunded)	\$ -	\$1,105.00 (unspent portion to be refunded)
285	DA fee – residential flat development requiring referral to design review panel	Statutory	Each	\$ 760.00	\$ -	\$ 760.00
286	DA fee – lodgement of plans at essential water	Cost recovery	Each	\$81.82 plus Essential Water Fee	\$ 0.10	\$90.00 plus Essential Water Fee
287	DA fee – development which requires concurrence	Statutory	Each	\$140,00 processing fee, plus \$320,00 for each Concurrence Authority (excess authority fee to be refunded)	\$ -	\$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)
288	DA fee – integrated development	Statutory	Each	\$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)	\$ -	\$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)
289	DA fee – section 94A levy – estimated cost up to \$100,000	Statutory	Each	No Charge	\$ -	No Charge

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Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
290	DA fee – section 94A levy – estimated cost \$100,001 - \$200,000 (maximum percentage of levy)	Statutory	Each	0.5% of Actual Cost	\$ -	0.5% of Actual Cost
291	DA fee – section 94A levy – estimated cost more than \$200,000 (maximum percentage of levy)	Statutory	Each	1% of Actual Cost	\$ -	1% of Actual Cost
292	DA fee – designated development	Statutory	Each	DA Fee, plus \$920.00	\$ -	DA Fee, plus \$920.00
293	DA fee – advertising for designated development (unused portion to be refunded)	Statutory	Each	\$ 2,220.00	\$ -	\$ 2,220.00
294	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	\$5,105.00 plus Actual Cost	\$ -	\$5,105.00 plus
	Development Co	nsent - Review of	Determination	Acidal Cosi		Actual Cost
295	Review – DA not involving erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	50% of original DA fee	\$ -	50% of original DA fee
296	Review – DA new dwelling development/alterations/additions/(including transportable and removable dwellings) where estimated cost is \$100,000 or less	Statutory	Each	\$ 190.00	\$ -	\$ 190.00
297	Review DA – other development - estimated cost up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
298	Review DA – other development - estimated cost between \$5001 and \$250,000	Statutory	Each	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	\$ -	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost
299	Review DA – other development - estimated cost between \$250,001 and \$500,000	Statutory	Each	\$500.00 plus an additional \$0.85 for each \$1.000 (or part of \$1.000) by which the estimated cost exceeds \$250,000	\$ -	\$500.00 plus an additional \$0.85 for each \$1.000 (or part of \$1,000) by which the estimated cost exceeds \$250,000
300	Review DA – other development – estimated cost between \$500,001 and \$1,000,000	Statutory	Each	\$712.00 plus an additional \$0.50 for each \$1.000 (or part of \$1.000) by which the estimated cost exceeds \$500,000	\$ -	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
301	Review DA – other development - estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
302	Review DA – other development - estimated cost more than \$10,000,000	Statutory	Each	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
303	Review decision to reject DA where estimated cost is less than \$100,000	of Decision to Reje Statutory	Each	\$ 55.00	\$ -	\$ 55.00
304	Review decision to reject DA where estimated cost is \$100,000 or	Statutory	Each	\$ 150.00	\$ -	\$ 150.00
305	more, and less than or equal to \$1,000,000  Review decision to reject DA where estimated cost is more than \$1,000,000	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
	Application to M	odify Consent - Sp	ecified Cases			
306	Modification of consent – \$96 (1) - to correct a minor error, incorrect description or miscalculation.	Statutory	Each	\$ 71.00	\$ -	\$ 71.00
307	Modification of consent – \$96 (1A) - modification of minimal environmental impact	Statutory	Each	\$645.00 or 50% of original DA fee, whichever is lesser	\$ -	\$645.00 or 50% of original DA fee, whichever is lesser
308	Modification of consent – \$96 (2) - modification NOT of minimal environmental impact, original fee was less than \$100	Statutory	Each	50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)	\$ -	50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)
309	Modification of consent – \$96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development does NOT involve the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)	\$ -	50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)

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Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
310	Modification of consent – \$96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development involves new dwelling development/alterations/additions/(including transportable and removable dwellings) where estimated cost is \$100,000 or less  Application to Modify Consent - Non mil	Statutory	Each	\$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)	\$ -	\$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)
311	Modification of consent – \$96 (2) - Estimated cost of development up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
312	Modification of consent – \$96 (2) - Estimated cost of development between \$5,001 and \$250,000	Statutory	Each	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	\$ -	\$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost
313	Modification of consent – 596 (2) - Estimated cost of development between \$250,001 and \$500,000	Statutory	Each	\$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$ -	\$500.00 plus an additional \$0.85 for each \$1.000 (or part of \$1,000) by which the estimated cost exceeds \$250,000
314	Modification of consent – \$96 (2) - Estimated cost of development between \$500,001 and \$1,000,000	Statutory	Each	\$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$ -	\$712.00 plus an additional \$0.50 for each \$1.000 (or part of \$1,000) by which the estimated cost exceeds \$500,000
315	Modification of consent – \$96 (2) - Estimated cost of development between \$1,000,001 and \$10,000,000	Statutory	Each	\$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$ -	\$987.00 plus an additional \$0.40 for each \$1.000 (or part of \$1.000) by which the estimated cost exceeds \$1,000,000
316	Modification of consent – \$96 (2) - Estimated cost of development more than \$10,000,000	Statutory	Each	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$ -	\$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
317	Application Application under \$96AB to review decision regarding modification application	to Modify Consen Statutory	t - Review Each	50% of original modification application fee	\$ -	50% of original modification application fee
	Construction Certificate (CC) a	CERTIFICATES	volenment Carliffeste (C	, DC/		
318	CC/CDC - estimated cost up to \$5,000	Market price	Each	\$ 45.45	\$ 4.55	\$ 50.00
319	CC/CDC - estimated cost more than \$5,000 up to \$250,000	Market price	Each	\$36.36 plus 0.3% of estimated cost	10%	\$40.00 plus 0.3% of estimated cost
320	CC/CDC - estimated cost more than \$250,000	Market price	Each	\$445.45 plus 0.12% of estimated cost	10%	\$490.00 plus 0.12% of estimated cost
321	Construction inspection fee (applicable to re-inspections and inspections where Council is not Principal Certifiying Authority)	Market price	Each	\$ 118.18	\$ 11.82	\$ 130.00
322	Construction certificate – amendment	Market price	Each	50% of original CC fee	10%	50% of original CC fee
323	Administration charge – construction certificate withdrawal prior to assessment completion	Market price	Each	40% of construction certificate fee	10%	40% of construction certificate fee
324	Principal Certifying Authority ( Minor work - Single carport, small veranda development <30m2,	PCA) Fees (included Market price	es Occupation Certifica  Each	te) \$ 189.10	\$ 18.91	\$ 208.00
324	aboveground pool, garden shed <20m2, single garage Inground pool, small additions <30m2 with no wet areas, double garage, shed over 20m2, large veranda >30m2, small commercial	Market price	Each	\$ 285.96	\$ 28.60	
326	development < 50m2 New dwelling, duplex, large additions and wet areas, small industrial development <200m2, commercial development <200m2 and food shops	Market price	Each	\$ 475.06	\$ 47.51	\$ 523.00
327	Three units, medium industrial development <500m2, medium commercial development <500m2, large food shops <500m2	Market price	Each	\$ 618.04	\$ 61.80	\$ 680.00
328	Large industrial and commercial development 500 - 2000m2	Market price	Each	\$ 1,337.56	\$ 133.76	\$ 1,471.00
329	Major industrial / commercial development over 2000m2  Subdi	Market price vision Certificate (	Each SC)	\$ 2,850.38	\$ 285.04	\$ 3.135.00
330	Subdivision certificate (LGA Act) – 1 – 10 lots	Market price	Each	\$ 106.09	\$ 10.61	\$ 117.00

Application for exemption - \$22 Swimming Pools Act 1992   Statutory   Each   \$ 70.00   \$ - \$ 70.00	Item No	Particulars	Pricing Policy ID	Basis		osed 2017/18 Fees (ex GST)		GST	:	2017/18 Fees (inc GST)
Completions contribute   point rights of PFFA ART (PFF)   per float   point rights of PFFA ART (PFFA ART)   per float   point rights of PFFA ART (PFFA ART)   per float   point rights of PFFA ART (PFFA ART)   per float   point rights of PFFA ART (PFFA ART)   per float   point rights of PFFA ART (PFFA ART)   per float	331				\$	147.59	\$	14.76	\$	162.00
Section   19   Sect	332	Compliance certificate (under Part4A of EP&A Act 1979)- per hour (or part hour), min 1 hour	Market price	Hour	\$	115.31	\$	11.53	\$	127.00
Section 148 (S)	333				\$	32.73	\$	3.27	\$	36.00
Stocker   19   20   20   20   20   20   20   20   2										
Section 149 https://doi.org/10.1001/					_		_	-	\$	
Solution								7.38		
Section 14th certification - cried to building fogether with any close 10   Section 14th building certification   Section 15th building certification   Section	337	Section 149 administration charge (cancellation of application)	Cost recovery	Each	50% (			10%	50%	
Building certificate - I coats 1 building logopher with enviro closs 10   Sebutory   Part develling in building   \$ 200.00   \$   \$ 200.00	338	Section 149 certificate – certified copy	Statutory	Each	\$		\$	-	\$	
Subsidings on the selle for a class 10 suitings		Section 1	49B Building Certif	ficates						
250   250	339	buildings on the site) or a class 10 building	Statutory		\$	250.00	\$	-	\$	250.00
Subdring certificate - class 2 Publishing - floor area of building or port of each of between 2001	340		Statutory	Each	\$	250.00	\$	-	\$	250.00
Building certificate - closs 29 building - floor area between 200m² and 2000 m²   Statutory   Each   STATUTO   STA	341	Building certificate – class 2-9 building - floor area of building or part	Statutory	Each	\$	250.00	\$	-	\$	250.00
Substition certificate — class 2-9 Eucliding - floor area exceeding 2,000 sq.   Statutory   Each   District   Statutory   Statutory   Each   Application   Statutory   Statutory   Each   Application   Applicatio	342	Building certificate – class 2-9 building - floor area between 200m²	Statutory	Each	per s	quare metre	\$	-		r square metre
Section   Sect	343		Statutory	Each	add pers	itional \$0.075 quare metre	\$	-	ad	ditional \$0.075 r square metre
Building certificate where DA/CC/CDC was required for the erection of the building and no such consent or certificate was obtained where opplicant erected the building. PRE CIZO EPRA Reg 2000  340 Building certificate - additional few where more than one inspection is necessary.  341 Copy of building certificate - additional few where more than one inspection is necessary.  342 Space Government Act 1993. \$735/A) certificate against a statutory. Each \$13.00 \$ \$ \$ 3.00  343 Bucac Government Act 1993. \$735/A) certificate application. Card recovery. Each \$71.03 \$ \$ \$ 71.00  344 Space Government Act 1993. \$735/A) certificate application. Card recovery. Each \$71.03 \$ \$ \$ 71.00  345 Decad Government Act 1993. \$10.179 certificate Capitication. Card recovery. Each \$71.03 \$ \$ \$ 71.00  346 Environmental Planning and Assessment Act 1993. \$10.179 certificate Capitication. Card recovery. Each \$ 71.03 \$ \$ \$ 71.00  347 Copy of building certificate Capitication. Card recovery. Each \$71.03 \$ \$ \$ 71.00  348 Decad Government Act 1993. \$10.179 certificate Capitication. Card recovery. Each \$71.03 \$ \$ \$ 71.00  349 Environmental Planning and Assessment Act 1993. \$10.1791 (Card recovery). Each \$71.03 \$ \$ \$ 71.00  350 Application (under \$48 of Local Government Act 1993.) \$10.1791 (Card recovery). Each \$24.07 \$ \$ 24.07 \$	344		Statutory	Each			\$	-	As	
Sulcing certificate - additional fee where more from one inspection is statutory   Each application   \$ 90.00   \$ .	345	Building certificate where DA/CC/CDC was required for the erection of the building and no such consent or certificate was obtained	Statutory	Each case	Cer plus	pplicable Building tificate Fee, applicable CC (or CDC)	\$	-	Cert ap	licable Building ificate Fee, plus plicable DA .&
Statution   Each   \$ 13.00   \$ - \$ 13.00	346		Statutory	Each application	\$		\$	-	\$	90.00
Certificates as to Notices (Orders   Each   \$ 71.03   \$   \$ 71.00   \$   \$   \$ 71.00   \$   \$   \$   \$   \$   \$   \$   \$   \$	347		Statutory	Each	\$	13.00	\$	-	\$	13.00
Environmental Pianning and Assessment Act 1979, \$121ZP certificate application   Other Planning and Control   Cost recovery   Each   \$71.03 \$ - \$71.00										
Application   Chief   Planning   Bullioning And Compliance			Cost recovery	Each	\$	71.03	\$	-	\$	71.00
Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993) to install  Application (under \$80 of Local Government Act 1993)  Application (under \$80 of Local Government Act 1993)  Application to install septic or AMTS  Application to	349	application	,		\$	71.03	\$	-	\$	71.00
Application (under S86 of Local Government Act 1993) to Install   Cost recovery   Each   140% of CC/CDC   \$ - 140% of CC/CDC   fee							_		_	
Fire Safety inspection service (for existing and new buildings) initial inspection   Service	350					of CC/CDC	e		140	% of CC/CDC
Fire safety inspection service (for existing and new buildings) initial inspection service (for existing and new buildings) additional inspection service (for existing and new buildings) additional inspection service (for existing and new buildings) additional inspection inspection service (for existing and new buildings) additional inspection inspection service (for existing and new buildings) additional inspection inspection service (for existing and new buildings) additional inspection inspection service (for existing and new buildings) additional inspection inspection in service (for existing and new buildings) and service (for existing	330	manufactured home, or associated structure		EdCII		fee	Φ	_		fee
ddillonal inspection Marker price Rour \$ 116.18 \$ 11.82 \$ 13.000  333 Late fire safety statement processing fee Cost recovery Each \$ 78.18 \$ 7.82 \$ 86.00  Septic Tanks, Aerated Wastewater Treatment Systems, Waste Water/Grey Water Treatment Systems Application to install septic system (includes registration) Cost recovery Each \$ 280.00 \$ . \$ 280.00  355 Application to install serptic wastewater treatment system (includes registration)  356 Amended application to install septic or AWTS Cost recovery Each \$ 340.00 \$ . \$ 340.00  357 Cost recovery Each \$ 90.00 \$ . \$ 90.00  358 Application to install septic or AWTS Cost recovery Each \$ 120.00 \$ . \$ 120.00  358 Application to register a septic tank AWTS or onsite water treatment Cost recovery Each \$ 120.00 \$ . \$ 120.00  359 Initial inspection - 5228/22C Swimming Pools Act 1992 Statutory Each \$ 150.00 \$ . \$ 150.00  360 Second inspection - 5228/22C Swimming Pools Act 1992 Statutory Each \$ 100.00 \$ . \$ 100.00  361 Application for exemption - 522 Swimming Pools Act 1992 Statutory Each \$ 100.00 \$ . \$ 100.00  362 Registration - 5338 Swimming Pools Act 1992 Statutory Each \$ 100.00 \$ . \$ 100.00  363 Public pool registration fee - 535(2) Public Health Act 2010 Statutory Each \$ 100.00 \$ . \$ 100.00  364 Public Swimming Pool Safety signage (CPR Charts) Cost recovery Each \$ 13.84 \$ 1.38 \$ 15.00  Amusement devices - small devices (defined in the Local Government (General) Regulation 2005) Statutory Each \$ 50.00 \$ 5.00 \$ 5.00  Amusement devices - small devices (defined in the Local Government (General) Regulation 100.00 Statutory Each \$ 5.000 \$ 5.00 \$ 5.00  Amusement devices - application fee for approval children's devices Cost recovery Each \$ 5.000 \$ 5.00 \$ 5.00  Amusement devices - application fee for approval children's devices Cost recovery Each \$ 90.91 \$ 9.99 \$ 100.00  Amusement devices - application fee for approval children's devices Cost recovery Each \$ 90.91 \$ 9.99 \$ 100.00	351			Hour	\$	240.91	\$	24.09	\$	265.00
Septic Tanks, Aerated Wastewater Treatment Systems, Waste Water/Grey Water Treatment Systems  354 Application to install septic system (includes registration)  355 Application to install septic system (includes registration)  356 Amended application to install septic or AWTS  356 Amended application to install septic or AWTS  357 Onsite sewerage management inspections – low, medium and high categories  358 Application to register a septic tank AWTS or onsite water treatment  359 Initial inspection - \$228/22C Swimming Pools Act 1992  359 Second inspection - \$228/22C Swimming Pools Act 1992  350 Second inspection - \$228/22C Swimming Pools Act 1992  351 Application for exemption - \$228 Swimming Pools Act 1992  352 Statutory  353 Second inspection - \$228/22C Swimming Pools Act 1992  354 Statutory  355 Second inspection - \$228/22C Swimming Pools Act 1992  355 Statutory  356 Second inspection - \$228/22C Swimming Pools Act 1992  356 Statutory  357 Substantial Application for exemption - \$228 Swimming Pools Act 1992  357 Statutory  358 Application for exemption - \$228/22C Swimming Pools Act 1992  358 Statutory  359 Statutory  350 Second inspection - \$228/22C Swimming Pools Act 1992  350 Statutory  350 Statutory  350 Second inspection for exemption - \$228 Swimming Pools Act 1992  350 Statutory  351 Statutory  352 Swimming Pool registration fee - \$35(2) Public Health Act 2010  355 Swimming Pool safety signage (CPR Charts)  356 Swimming Pool Safety signage (CPR Charts)  357 Amusement Devices  358 Annusement devices - application fee for approval  359 Southern Second Se	352		Market price	Hour	\$	118.18	\$	11.82	\$	130.00
Application to install septic system (includes registration)	353	Late fire safety statement processing fee	Cost recovery	Each	\$	78.18	\$	7.82	\$	86.00
Application to install aerobic wastewater treatment system (includes registration)  356 Amended application to install septic or AWTS  Cost recovery  Each  \$ 340.00  \$ - \$ 340.00  \$ 5 - \$ 90.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 5 - \$ 120.00  \$ 6 - \$ 120.00  \$ 6 - \$ 120.00  \$ 6 - \$ 120.00  \$ 7					_					
Cost recovery   Each   \$40.00   \$ - \$40.00								-		
Solution   Second		registration)			_		_	-	-	
2000   2001   2002   2002   2003	356		Cost recovery	Each	\$	90.00	\$	-	\$	
Swimming Pools   Swimming Pools   Statutory   Each   \$ 150.00   \$ - \$ 150.00			Cost recovery	Each	\$	120.00	\$	-	-	
Second inspection - \$228/22C Swimming Pools Act 1992   Statutory   Each   \$ 100.00   \$ - \$ 100.00	250	Application to resistant application to application of the standard to the sta	Contraction	Foreb	-	40.00			Þ	40.00
361   Application for exemption - \$22 Swimming Pools Act 1992   Statutory   Each   \$ 70.00   \$ - \$ 70.00     362   Registration - \$308 Swimming Pools Act 1992   Statutory   Each   \$ 10.00   \$ - \$ 10.00     363   Public pool registration fee - \$35(2) Public Health Act 2010   Statutory   Each   \$ 100.00   \$ - \$ 100.00     364   Public Swimming Pool Inspection - Public Health Act 2010   Cost recovery   Each   \$ 76.10   \$ - \$ 76.00     365   Swimming Pool Safety signage (CPR Charts)   Cost recovery   Each   \$ 13.84   \$ 1.38   \$ 15.00     366   Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)   Statutory   Each   Exempt   \$ -   Exempt     367   Amusement devices - application fee for approval   Cost recovery   Each   \$ 50.00   \$ 5.00   \$ 55.00     368   Amusement devices - application fee for approval children's devices   Cost recovery   Each   \$ 23.06   \$ 2.31   \$ 25.00     369   Food premises inspection   Cost recovery   Hour or part thereof   \$ 90.91   \$ 9.09   \$ 100.00     360   Statutory   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     361   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     362   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     363   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     364   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     365   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     366   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     367   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     368   Statutory   Each   \$ 90.91   \$ 9.09   \$ 100.00     369   Food premises inspection   \$ 90.91   \$ 9.09   \$ 100.00     360   Statutory   \$ 90.91   \$ 90	358			Each	\$	40.00	\$			
362         Registration - \$308 Swimming Pools Act 1992         Statutory         Each         \$ 10,00         \$ - \$ 10,00           363         Public pool registration fee-\$35(2) Public Health Act 2010         Statutory         Each         \$ 100,00         \$ - \$ 100,00           364         Public Swimming Pool Inspection - Public Health Act 2010         Cost recovery         Each         \$ 76,10         \$ - \$ 76,00           365         Swimming Pool Safety signage (CPR Charts)         Cost recovery         Each         \$ 13,84         \$ 1,38         \$ 15,00           Amusement Devices           366         Amusement General) Regulation 2005)         Statutory         Each         Exempt         \$ -         Exempt           367         Amusement devices - application fee for approval         Cost recovery         Each         \$ 50,00         \$ 5,00         \$ 55,00           368         Amusement devices - application fee for approval children's devices cost recovery         Each         \$ 23,06         \$ 2,31         \$ 25,00           369         Food premises inspection         Cost recovery         Hour or part thereof         \$ 90,91         \$ 9,09         \$ 100,00			Swimming Pools					-	\$	150.00
Public pool registration fee - S35(2) Public Health Act 2010   Statutory   Each   \$ 100.00   \$ - \$ 100.00	359	Initial inspection - \$22B/22C Swimming Pools Act 1992	Swimming Pools Statutory	Each	\$	150.00	\$	-		150.00 100.00
Public Swimming Pool Inspection - Public Health Act 2010   Cost recovery   Each   \$ 76.10   \$ - \$ 76.00	359 360	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992	Statutory Statutory	Each Each	\$	150.00 100.00	\$	-	\$	
Second   S	359 360 361	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992	Statutory Statutory Statutory Statutory Statutory	Each Each Each	\$ \$	150.00 100.00 70.00	\$ \$	- - -	\$	100.00 70.00
Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)   Statutory   Each   Exempt   \$ - Exempt	359 360 361 362	initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S308 Swimming Pools Act 1992	Statutory Statutory Statutory Statutory Statutory Statutory	Each Each Each Each	\$ \$ \$	150.00 100.00 70.00 10.00	\$ \$	-	\$ \$	100.00 70.00 10.00
Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)   Statutory   Each   Exempt   \$ - Exempt	359 360 361 362 363	initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee -S35(2) Public Health Act 2010	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Statutory	Each Each Each Each	\$ \$ \$ \$	150.00 100.00 70.00 10.00	\$ \$ \$ \$	-	\$ \$ \$	100.00 70.00 10.00 100.00
Government (General) Regulation 2005)  367 Amusement devices - application fee for approval children's devices cost recovery Each \$ 50.00 \$ 5.00 \$ 55.	359 360 361 362 363 364	initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee -S35(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery	Each Each Each Each Each Each	\$ \$ \$ \$	150.00 100.00 70.00 10.00 100.00 76.10	\$ \$ \$ \$	- - - - - 1.38	\$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00
Amusement devices - application fee for approval children's devices   Cost recovery   Each   \$ 23.06   \$ 2.31   \$ 25.00	359 360 361 362 363 364	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee - S35(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010 Swimming Pool Safely signage (CPR Charts)	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery Cost recovery	Each Each Each Each Each Each	\$ \$ \$ \$	150.00 100.00 70.00 10.00 100.00 76.10	\$ \$ \$ \$	1.38	\$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00
368         <10 seats         Cost recovery         Each         \$ 23.06         \$ 2.31         \$ 25.00           Registered Fremises           369         Food premises inspection         Cost recovery         Hour or part thereof         \$ 90.91         \$ 9.09         \$ 100.00	359 360 361 362 363 364 365	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee - S35(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010 Swimming Pool Safely signage (CPR Charls)  An Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery Cost recovery rusement Devices Statutory	Each Each Each Each Each Each Each Each	\$ \$ \$ \$ \$	150.00 100.00 70.00 10.00 100.00 76.10 13.84	\$ \$ \$ \$ \$ \$	-	\$ \$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00 15.00
369 Food premises inspection Cost recovery Hour or part thereof \$ 90.91 \$ 9.09 \$ 100.00	359 360 361 362 363 364 365 366 367	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee - S35(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010 Swimming Pool Safety signage (CPR Charts)  An Amusement devices - small devices (defined in the Local Government (General) Regulation 2005) Amusement devices - application fee for approval	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery Cost recovery rusement Devices Statutory	Each Each Each Each Each Each Each Each	\$ \$ \$ \$ \$ \$	150.00 100.00 70.00 10.00 100.00 76.10 13.84 Exempt	\$ \$ \$ \$ \$	5,00	\$ \$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00 15.00 Exempt
	359 360 361 362 363 364 365 366 367	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee - S35(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010 Swimming Pool Safety signage (CPR Charls)  Anusement devices - small devices (defined in the Local Government (General) Regulation 2005) Amusement devices - application fee for approval Anusement devices - application fee for approval children's devices - 19 seats	Statutory Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery Lost recovery Lost recovery Cost recovery Cost recovery Cost recovery Cost recovery	Each Each Each Each Each Each Each Each	\$ \$ \$ \$ \$ \$	150.00 100.00 70.00 10.00 100.00 76.10 13.84 Exempt	\$ \$ \$ \$ \$	5,00	\$ \$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00 15.00
	359 360 361 362 363 364 365 366 367 368	Initial inspection - S22B/22C Swimming Pools Act 1992 Second inspection - S22B/22C Swimming Pools Act 1992 Application for exemption - S22 Swimming Pools Act 1992 Registration - S30B Swimming Pools Act 1992 Public pool registration fee - S3S(2) Public Health Act 2010 Public Swimming Pool Inspection - Public Health Act 2010 Swimming Pool Safety signage (CPR Charts)  Anusement devices - small devices (defined in the Local Government (General) Regulation 2005) Amusement devices - application fee for approval Amusement devices - application fee for approval children's devices 10 seats	swimming Pools Statutory Statutory Statutory Statutory Statutory Statutory Cost recovery rusement Devices Statutory Cost recovery Cost recovery Cost recovery gistered Fremises	Each Each Each Each Each Each Each Each	\$ \$ \$ \$ \$ \$	150.00 100.00 70.00 10.00 10.00 76.10 13.84 Exempt 50.00	\$ \$ \$ \$ \$ \$ \$	5.00 2.31	\$ \$ \$ \$ \$	100.00 70.00 10.00 100.00 76.00 15.00 Exempt 55.00

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (Inc GST)
371	Inspection – boarding and lodging house	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
372	Inspection – hawkers, street vendors	Cost recovery	Each	\$ 150.00	\$ 15.00	\$ 165.00
373	Inspection – skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
374	Inspection – jamboree, pop festival etc.	Cost recovery	Hour or part thereof	\$ 90.91	\$ 9.09	\$ 100.00
375	Inspection – caravan park	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
376	Inspection fee – construction for food premises (where no da	Cost recovery	Hour or part thereof	\$ 109.09	\$ 10.91	\$ 120.00
377	required) (hourly rate - minimum fee - pro rata thereafter)  Cooling tower inspection	Cost recovery	Hour or part thereof	\$ 90.91	\$ 9.09	\$ 100.00
378	Inspection – mortuary and crematorium	Cost recovery	Hour or part thereof	\$ 100.00	\$ 10.00	\$ 110.00
				,	,	,
379	Inspection – footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	\$ 81.82	\$ 8.18	\$ 90.00
200				201		201
380	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour or part thereof	POA	\$ -	POA
381 382	Copy of building plans (architect consent required)  Local Environmental Plan (LEP) (bound copies)	Cost recovery Cost recovery	Each Each	POA POA	\$ -	POA POA
383	Local Environmental Plan maps	Cost recovery	Each	POA	\$ -	POA
	Companion Animals: (Exemptions as in					
384	Lifetime registration dog or cat (not de sexed)	Statutory	Each	\$ 192.00		\$ 195.00
385 386	Dog or cat – de sexed Dog or cat owned by an eligible pensioner –de-sexed	Statutory Statutory	Each Each	\$ 52.00 \$ 21.00	\$ -	\$ 53.00 \$ 22.00
387	Dog or cat kept by a recognised breeder for breeding purposes	Statutory	Each	\$ 52.00	\$ -	\$ 53.00
388	Animal kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of animal	Statutory	Each	\$ -	\$ -	\$ -
389	research in accordance with the Act Greyhound formerly registered under the Greyhound Racing Act 2002	Statutory	Each	\$ -	\$ -	\$ -
390	Animals classified as assistance animal (fees payable on de-	Statutory	Each	\$ -	\$ -	\$ -
391	classification) Animals in service of State instrumentality	Statutory	Each	\$ -	\$ -	4 .
392	Release of animals from pound facility	Third party	Each	Broken Hill Pound Fee Schedule	\$ -	Broken Hill Pound Fee Schedule
393	Dog offences and penalties	Statutory	Each	As per Regulations	\$ -	As per Regulations
394	Desexed dog or cat sold by eligible pound or shelter - registration fee	Statutory	Each	\$ 26.00	\$ -	\$ 26.00
395	Daily sustenance/release fee (not applicable if animal is micro- chipped and registered and collected on the same day)	Cost recovery	Day	\$ 15.00	\$ -	\$ 15.00
396	Daily sustenance/release fee for dangerous/aggressive dogs	Cost recovery	day	\$ 30.00	\$ -	\$ 30.00
397 398	Microchipping fee	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
399	Adoption fee Call out fee for dog attacks after hours to be charged to owner or	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
399	complainant in the event of false dog attack claim	Cost recovery  JLTURAL SERVICES	Each	\$ 300.00	\$ -	\$ 300.00
		Mining & Minero Admissions	als Museum			
400	Adult (each)	Cost recovery	Each	\$ 7.38		\$ 8.00
401	Concession (pensioners, student, Seniors Card, groups)  Family with children	Cost recovery  Cost recovery	Each Each	\$ 5.53 \$ 16.36		\$ 6.00 \$ 18.00
403	Coach groups	Cost recovery	Each	\$ 5.53		\$ 6.00
10.1	Albert Kersten Minir			I	1	
404	One year Family with children membership	Cost recovery	Each Each	\$ 30.44 \$ 50.00		
406	Student and concession	Cost recovery	Each	\$ 20.29		
107	Lineary and the second	Hire Fees		110.44	11.05	105.00
407	Albert Kersten Mining & Minerals Museum – exhibition hall	Cost recovery	Day	\$ 113.46	\$ 11.35	\$ 125.00
408	Exhibition hall for community and not for profit groups	Cost recovery	Day	POA	10%	POA
409	Admissions - (donation box available)	ill Regional Art G Community services	Each	No Charge	\$ -	No Charge
410	One year	(Friends of the Ar Cost recovery	t Gallery) Each	\$ 30.00	\$ 3.00	\$ 33.00
411	Family with children membership	Cost recovery	Year	\$ 50.00		\$ 55.00
412	Student and concession	Cost recovery	Year	\$ 20.00	\$ 2.00	\$ 22.00
413	Entry fee	Hart Outback Art Community services	Prize Entry	\$ 31.82	\$ 3.18	\$ 35.00
41.4	Callen, for photographic engine Id visa to the set of the	Hire Fees	Ea-h	e 05 15	1 0.55	¢ 105.00
414	Gallery for photographic sessions (during business hours) Piano hire	Cost recovery  Cost recovery	Each Each	\$ 95.45 \$ 59.09		\$ 105.00 \$ 65.00
416	Artists shed - community groups	Cost recovery	Day	\$ 59.09		\$ 65.00
417	Artists shed – commercial	Cost recovery	Day	\$ 140.91	\$ 14.09	\$ 155.00
418	Chair hìre – per chair	Cost recovery	Each	\$ 1.82		
419 420	Tables - per table Urn, crockery and cutlery	Cost recovery  Cost recovery	Each Each	\$ 9.09 \$ 27.27		\$ 10.00 \$ 30.00
421	Gallery hire (minimum of four hours)	Cost recovery	Hour	\$ 113.64		

Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
422	Gallery hire package	Cost recovery	Event	POA	10%	POA
423	Commission on sale of artwork	Sale of Artwork  Market price	Artwork	30%	10%	33%
424	Postage on artwork freight	Cost recovery	Artwork	Actual Cost	10%	Actual Cost
	Reproduction of Artists' Work (NB: Two copies of re	<del></del>				
425 426	Colour digital image	Cost recovery  Cost recovery	Each Each	Actual Cost Actual Cost	10%	Actual Cost Actual Cost
420	Commercial use  Aud	io Visual Equipmer		ACIUGI COSI	10%	ACIUGI COSI
427	Use of audio visual equipment	Cost recovery	Each	\$ 86.36	\$ 8.64	\$ 95.00
		ibitions and Events		Commission on		Commission on
428	Commercial exhibitions	Cost recovery	Each	Sales	10%	Sales
429	Artists lectures	Cost recovery	Each	POA	10%	POA
430 431	Workshops Music events	Cost recovery  Cost recovery	Each Each	POA POA	10%	POA POA
432	Film events	Cost recovery	Each	POA	10%	POA
433	Award presentation and events	Cost recovery	Each	POA	10%	POA
	WA	STE MANAGEMENT	·			
	Chemical toilet – \$502 annual fee (domestic entitled to one pump	Waste Services				
434	service / month)	Cost recovery	Year	\$ 1,181.82		-
435	Chemical toilet – special pump out services	Cost recovery	Each	\$ 100.00	\$ 10.00	\$ 110.00
436	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	\$ 304.55	\$ 30.45	\$ 335.00
437	Broken Hill Hospital – (GWAHS) – disposal up to 70 x 10 litre bags	Cost recovery	Week	\$ 263.64	\$ 26.36	\$ 290.00
438	Broken Hill Hospital – (GWAHS) – disposal each additional 10 bags or part thereof	Cost recovery	Week	\$ 59.09	\$ 5.91	\$ 65.00
439	Disposal* – commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Cubic metre	Mixed Waste Unsorted \$27.27.00/m3, Mixed Waste Sorted \$18.18/m3	10%	Mixed Waste Unsorted \$30.00/m3, Mixed Waste Sorted \$20.00/m3
440	Disposal* – commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Tonne	Mixed Waste Unsorted \$50/Tonne, Mixed Waste Sorted	10%	Mixed Waste Unsorted \$55/Tonne, Mixed Waste Sorted
	RTED Waste loads will be accepted as 'sorted' where at the full discretion: Cling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,	rials are then drop	ped off to the correct r	\$31.82/Tonne  load is considered to ecycling areas/bays		\$35/Tonne separate categories
for recyc	cling, reprocessing or re-use on arrival at the weighbridge and ALL mate	rials are then drop recyclables, cards are of the load has	ped off to the correct r coard, scrap metal, co NOT been separated fo	\$31.82/Tonne load is considered to ecycling areas/bays ncrete etc.	. The sorted co	\$35/Tonne separate categories mponent for landfill
for recyc	cling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  DRTED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where the processing of the proc	rials are then drop recyclables, cards are of the load has	ped off to the correct r coard, scrap metal, co NOT been separated fo	\$31.82/Tonne load is considered to ecycling areas/bays ncrete etc.	ssing or re-use	\$35/Tonne separate categories mponent for landfill on arrival at the No Charge
UNSC 441 442	ciling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  ORTED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where Disposal – Clean rubble or material suitable for cover or recycling Tyre Disposal** – Passenger Vehicle/Motorcycle/Scooter	re of the load has the majority of the Community services	ped off to the correct r poard, scrap metal, co NOT been separated for the load goes to landfill.  Each  Each	\$31.82/Tonne  load is considered to ecycling areas/bays ncrete etc.  or recycling, reproce  No Charge \$ 2.73	ssing or re-use	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00
UNSC 441 442 443	cling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  DRIED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where  Disposal – Clean rubble or material suitable for cover or recycling  Tyre Disposal** – Passenger Vehicle/Motorcycle/Scooter  Tyre Disposal** – Light Truck	rials are then drop recyclables, cards are of the load has in the majority of the Community services Cost recovery Cost recovery	ped off to the correct r poard, scrap metal, co NOT been separated for a load goes to landfill.  Each  Each  Each  Each	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64	\$ - \$ 0.27 \$ 0.36	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00 \$ 4.00
UNSC 441 442 443 444	ciling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  ORTED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where Disposal – Clean rubble or material suitable for cover or recycling Tyre Disposal** – Passenger Vehicle/Motorcycle/Scooter	rials are then drop recyclables, cards are of the load has to the majority of the Community services Cost recovery Cost recovery Cost recovery	ped off to the correct rooard, scrap metal, co  NOT been separated file load goes to landfill.  Each  Each  Each  Each  Each	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  or recycling, reproce  No Charge  \$ 2.73 \$ 3.44 \$ 4.55	ssing or re-use  \$	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00
UNSC 441 442 443	ciling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  DRIED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where sughstridge, and where possessed in the contained of the contained with the	rials are then drop recyclables, cards are of the load has the majority of the Community services Cost recovery Cost recovery Cost recovery Cost recovery	ped off to the correct roord, scrap metal, co  NOT been separated file load goes to landfill.  Each Each Each Each Tonne	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64	\$ - \$ 0.27 \$ 0.36	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00 \$ 4.00
441 442 443 444 445	CRIED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and where 10% or material suitable for cover or recycling 10% or	ridis are then drop recyclables, cards the load has the majority of the Community services Cost recovery Cost recovery Cost recovery Cost recovery cost recovery cost recovery	ped off to the correct rooard, scrap metal, co  NOT been separated file load goes to landfill.  Each Each Each Each Tonne es will be accepted.	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  or recycling, reproce  No Charge  \$ 2.73 \$ 3.44 \$ 4.55 \$ 166.36	\$ - \$ 0.27 \$ 0.36 \$ 0.45 \$ 16.64	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00
441 442 443 444 445	Ciling, reprocessing or re-use on arrival at the weighbridge and ALL mate must NOT contain any green waste,  DETED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Light Truck Tyre Disposal** - Truck Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Truck Offal/Meat Products/bones - waste from outside Broken Hill LG Area	rids are then drop recyclables, cards the majority of the Community services Cost recovery Cost recovery Cost recovery Cost recovery actor or Mining Tyre Cost recovery	ped off to the correct report of the top of	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  or recycling, reproce  No Charge  \$ 2.73  \$ 3.44  \$ 4.55  \$ 166.36	\$	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00
441 442 443 444 445 446	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may green restricted by the considered 'unsorted' where 90% or may weighbridge, and where 10% or may green restricted by the considered 'unsorted' where 90% or may weighbridge, and where 10% or may green restricted by the considered 'unsorted' where 90% or may weighbridge, and where 10% proposal** – Passenger Vehicle/Motorcycle/Scooter 10% proposal** – Truck 10% proposal** – Truck 10% proposal** – Bulk 10% proposal** – Bul	rids are then drop recyclables, cards the majority of the Community services Cost recovery Cost recovery Cost recovery Cost recovery cost recovery cost recovery cost recovery	ped off to the correct rooard, scrap metal, co  NOT been separated fe load goes to landfill.  Each Each Each Tonne es will be accepted. Tonne Tonne	\$31.82/Tonne  load is considered it ecycling areas/bays ncrete etc.  No Charge  \$ 2.73 \$ 3.44 \$ 4.55 \$ 166.36	\$	\$35/Tonne separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 180.00
441 442 443 444 445 446 447 448	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. And where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge, and where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. On the considered where 10% or may weight 10% or may weight 10% or more, minimum weight 10% of 200kg)  *** Note: No Loader, Tree 10% of 10% of 10% of 10% of 10% or may weight 10% of 10% o	re of the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct roots of the correct roots of the load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 64.55 \$ 181.82	\$	\$35/Tonne separate categories mponent for landfill on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 71.00 \$ 160.00 \$ 90.00
441 442 443 444 445  446 447 448	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and where Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Fluck Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Trac  Offal/Meat Products/bones - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LGA Disposal - waste from outside Broken Hill LGA	rids are then drop recyclables, cards the majority of the Community services Cost recovery Cost recovery	ped off to the correct rootal, scrap metal, co NOT been separated fe load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Tonne Cubic metre Per animal	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  or recycling, reproce  No Charge  \$ 2.73 \$ 3.44 \$ 4.55 \$ 166.36  \$ 64.55 \$ 145.45 \$ 81.82 \$ 45.45	\$	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 116.00 \$ 9.000 \$ 50.00
441 442 443 444 445 446 447 448	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. And where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge, and where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. On the considered 'unsorted' where 90% or may weighbridge, and where 10% or may weighbridge. On the considered where 10% or may weight 10% or may weight 10% or more, minimum weight 10% of 200kg)  *** Note: No Loader, Tree 10% of 10% of 10% of 10% of 10% or may weight 10% of 10% o	re of the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct roots of the correct roots of the load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 64.55 \$ 181.82	\$ 0.27 \$ 0.36 \$ 16.64 \$ 4.55 \$ 8.18 \$ 4.55 \$ 27.27	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 71.00 \$ 160.00 \$ 9.000 \$ 50.00
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441 442 443 444 445 446 447 448 449 450 451	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may green restricted by the considered 'unsorted' where 90% or may green waste, 10% or may green restricted by the considered 'unsorted' where 90% or may green waste, 10% or may green waste 10% or may green where 10% or may green where 10% or recycling 10% or properties 10% of 200 or recycling 10% or may green waste 10% or more, minimum weight charge of 200 kg)  *** Note: No Loader, Track 10% or more, minimum weight charge of 200 kg)  *** Note: No Loader, Track 10% or more waste from outside Broken Hill LGA area 10% or most from outside Broken Hill LGA area	rids are then drop recyclables, cards the majority of the Community services. Cost recovery.	ped off to the correct opport of to the correct opport of the load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 64.55 \$ 145.45 \$ 81.82 \$ 45.45 \$ 109.09	\$ 0.27 \$ 0.27 \$ 0.45 \$ 16.64 \$ 4.55 \$ 8.118 \$ 4.55 \$ 27.27 \$ 10.91	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 71.00 \$ 160.00 \$ 90.00 \$ 50.00 \$ 300.00 \$ 300.00 \$ 120.00 \$ 435.00
441 442 443 444 445  446 447 448 449 450 451 452 453	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may weight 10% or may weight 10% or more, minimum weight charge of 200kg)  *** Note: No Loader, Track  Offal/Meat Products/bones – waste from outside Broken Hill LG Area  Disposal – waste from outside Broken Hill LG Area  Disposal – contaminated Woste – eg. Soils, (excludes asbestos)  Disposal – Contaminated Waste – asbestos  Disposal – Contaminated Waste – asbestos  Note: Radioactive mater	ricids are then drop recyclables, cards the load has the majority of the Community services.  Cost recovery.	ped off to the correct rootard, scrap metal, co  NOT been separated fe load goes to landfill.  Each Each Each Tonne Tonne Tonne Cubic metre Per animal Tonne Cubic metre Tonne Cubic metre Tonne Cubic metre Tonne Cubic metre Tonne	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 64.55 \$ 1145.45 \$ 81.82 \$ 45.45 \$ 109.99 \$ 395.45 \$ 140.91	\$ 0.27 \$ 0.36 \$ 0.45 \$ 16.64 \$ 4.55 \$ 8.18 \$ 4.55 \$ 27.27 \$ 10.91 \$ 39.55 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 90.00 \$ 90.00 \$ 120.00 \$ 300.00 \$ 120.00 \$ 155.00
441 442 443 444 445 446 447 448 449 450 451	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and where Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Track  Offal/Meat Products/bones - waste from outside Broken Hill LG Area  Disposal - waste from outside Broken Hill LGA  Disposal - waste from outside Broken Hill LG Area  Disposal - Contaminated Waste - eg. Soils, (excludes asbestos)  Disposal - Contaminated Waste - asbestos  Disposal - Contaminated Waste - asbestos  Note: Radioactive mater  Garbage Removal - Domestic Administration Fee S496	re of the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct opport of to the correct opport of the load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre	\$31.82/Tonne  load is considered it ecycling areas/bays ncrete etc.  No Charge  No Charge  \$ 2.73  \$ 3.44  \$ 4.55  \$ 166.36  \$ 64.55  \$ 145.45  \$ 19.90  \$ 395.45  \$ 140.91	\$ 0.27 \$ 0.27 \$ 0.45 \$ 16.64 \$ 4.45 \$ 14.55 \$ 10.91 \$ 27.27 \$ 10.91	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 71.00 \$ 160.00 \$ 90.00 \$ 50.00 \$ 120.00 \$ 300.00 \$ 120.00 \$ 155.00 \$ 435.00 \$ 444.00
441 442 443 444 445  446 447 448 449 450 451 452 453	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 10% or may weight 10% or may weight 10% or more, minimum weight charge of 200kg)  *** Note: No Loader, Track  Offal/Meat Products/bones – waste from outside Broken Hill LG Area  Disposal – waste from outside Broken Hill LG Area  Disposal – contaminated Woste – eg. Soils, (excludes asbestos)  Disposal – Contaminated Waste – asbestos  Disposal – Contaminated Waste – asbestos  Note: Radioactive mater	ricids are then drop recyclables, cards the load has the majority of the Community services.  Cost recovery.	ped off to the correct rootal, scrap metal, co NOT been separated fe load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre Tonne The Cubic metre The Cub	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 64.55 \$ 1145.45 \$ 81.82 \$ 45.45 \$ 109.99 \$ 395.45 \$ 140.91	\$ 0.27 \$ 0.36 \$ 0.45 \$ 14.55 \$ 8.18 \$ 4.55 \$ 27.27 \$ 10.91 \$ 39.55 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 71.00 \$ 160.00 \$ 9,000 \$ 300.00 \$ 120.00 \$ 300.00 \$ 155.00 \$ 445.00
441 442 443 444 445  446 447 448 449 450 451 452 453 454 455 456 457	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and where Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Tree Offal/Meat Products/bones - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LG Area Disposal - Contaminated Waste - eg. Soils, (excludes asbestos) Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - asbestos  Note: Radioactive mater Garbage Removal - Domestic Administration Fee S496 Garbage Removal - Domestic Administration Fee S496 Garbage Removal - Commercial 600 Ultre Bin	re of the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct roord, scrap metal, co NOT been separated fe load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre Cubic metre Tonne Cubic metre	\$31.82/Tonne  load is considered it ecycling areas/bays ncrete etc.  No Charge  No Charge  \$ 2.73  \$ 3.44  \$ 4.55  \$ 166.36  \$ 45.45  \$ 145.45  \$ 19.90  \$ 395.45  \$ 140.91  \$ 44.00  \$ 258.00  \$ 383.00  \$ 383.00  \$ 382.00	\$ 0.27 \$ 0.36 \$ 0.45 \$ 16.64 \$ 4.55 \$ 110.91 \$ 4.55 \$ 10.91 \$ 4.55 \$ 10.91 \$ 4.55 \$ 27.27 \$ 10.91 \$ 39.55 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 10.00 \$ 90.00 \$ 300.00 \$ 120.00 \$ 155.00 \$ 435.00 \$ 435.00 \$ 383.00 \$ 383.00 \$ 383.00 \$ 383.00 \$ 383.00
441 442 443 444 445  446 447 448 449 450 451 452 453	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Matorcycle/Scooter Tyre Disposal** - Tyre Disposal - Waste from outside Broken Hill LGA Pred Disposal - Waste from outside Broken Hill LGA Pred Disposal - Waste from outside Broken Hill LGA Pred Disposal - Contaminated Waste - eg. Soils (excludes asbestos) Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - asbestos  Note: Radioactive material Garbage Removal - Domestic Administration Fee S496 Garbage Removal - Domestic Per Bin S502 Garbage Removal - Commercial Three MGB'S Garbage Removal - Cardboard 600 Litre Bin	rids are then drop recyclables, cards the load has the majority of the Community services. Cost recovery.	ped off to the correct rootard, scrap metal, co  NOT been separated fe load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre Per animal Tonne Cubic metre Upic metre Upic metre Out in Broken Hill. Year Year Year	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 145.45 \$ 81.82 \$ 45.45 \$ 19.90 \$ 395.45 \$ 145.45 \$ 395.40 \$ 395.40 \$ 395.40 \$ 395.40 \$ 383.00 \$ 383.00 \$ 352.00	\$ 0.27 \$ 0.36 \$ 0.45 \$ 14.55 \$ 8.18 \$ 4.55 \$ 27.27 \$ 10.91 \$ 39.55 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge  \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00  \$ 160.00 \$ 90.00 \$ 100.00 \$ 50.00 \$ 120.00 \$ 135.00 \$ 435.00 \$ 435.00 \$ 383.00 \$ 383.00 \$ 383.00 \$ 352.00
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441 442 443 444 445  446 447 448 449 450 451 452 453 454 455 456 457 458 459 460	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and ALL mate must NOT contain any green waste,  Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Fluck Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Tree  Offal/Meat Products/bones - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LGA Disposal - waste from outside Broken Hill LGA Disposal - waste from outside Broken Hill LGA Disposal - Contaminated Waste - eg. Soils, (excludes asbestos) Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - asbestos Dispo	re of the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct room, scrap metal, co ovard,	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.44 \$ 4.55 \$ 166.36  \$ 44.55 \$ 118.45 \$ 199.09 \$ 395.45 \$ 140.91  \$ 44.00 \$ 383.00 \$ 352.00 \$ 352.00 \$ 524.55	\$ 0.27 \$ 0.36 \$ 0.45 \$ 16.64 \$ 14.55 \$ 11.55 \$ 10.91 \$	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge  \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00 \$ 10.00 \$ 9,000 \$ 300.00 \$ 120.00 \$ 155.00 \$ 435.00 \$ 383.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 352.00
441 442 443 444 445  446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or may weighbridge, and where 1 Disposal - Clean rubble or material suitable for cover or recycling 1 Tyre Disposal** - Passenger Vehicle/Matorcycle/Scooter 1 Tyre Disposal** - Tutck 1 Tyre Disposal - Waste from outside Broken Hill LGA 2 Disposal - Waste from outside Broken Hill LGA 3 Disposal - Waste from outside Broken Hill LGA 3 Disposal - Waste from outside Broken Hill LGA 4 Tyre 2 Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - asbestos 2 Disposal - Contaminated Waste - asbestos 3 Note: Radioactive material Carbage Removal - Domestic Administration Fee S496 Garbage Removal - Domestic Per Bin S502 Garbage Removal - Domestic Per Bin S502 Garbage Removal - Commercial Three MGBS Garbage Removal - Commercial Gaddition MGB) Trade Waste Lease (per lip Hills Trade Waste Service Fee 1 Trade Waste - Trade Waste Service Fee (Single Bin) - 1.5m3	rids are then drop recyclobles, cards the majority of the Cornmunity services. Cost recovery.	ped off to the correct rootard, scrap metal, co  NOT been separated for load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre Per animal Tonne Cubic metre Usic metre Outsic metre See off in Broken Hill. Year Year Year Year Year Year Year Year	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 145.45 \$ 81.82 \$ 45.45 \$ 199.09 \$ 395.45 \$ 144.00 \$ 258.00 \$ 383.00 \$ 383.00 \$ 352.00 \$ 136.00 \$ 352.00 \$ 136.00	\$ 0.27 \$ 0.36 \$ 14.55 \$ 8.18 \$ 4.55 \$ 27.27 \$ 10.91 \$ 39.55 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge  \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00  \$ 160.00 \$ 90.00 \$ 90.00 \$ 120.00 \$ 155.00  \$ 435.00 \$ 435.00 \$ 383.00 \$ 383.00 \$ 352.00 \$ 352.00 \$ 352.00 \$ 360.0
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441 442 443 444 445  446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463	CRITED Mixed Waste loads will be considered 'unsorted' where 90% or ma weighbridge, and ALL mate must NOT contain any green waste,  Disposal - Clean rubble or material suitable for cover or recycling Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter Tyre Disposal** - Fluck Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)  ** Note: No Loader, Tre  Offal/Meat Products/bones - waste from outside Broken Hill LG Area Disposal - waste from outside Broken Hill LGA Disposal - waste from outside Broken Hill LGA Disposal - waste from outside Broken Hill LGA Disposal - Contaminated Waste - eg. Soils, (excludes asbestos) Disposal - Contaminated Waste - eg. Soil (excludes asbestos) Disposal - Contaminated Waste - asbestos Dispos	red f the load has the majority of the load has the majority of the Community services Cost recovery	ped off to the correct roord, scrap metal, co NOT been separated fe load goes to landfill.  Each Each Each Each Tonne Tonne Tonne Cubic metre Service Service Service	\$31.82/Tonne  load is considered it ecycling areas/bays increte etc.  No Charge  \$ 2.73 \$ 3.64 \$ 4.55 \$ 166.36  \$ 45.45 \$ 181.82 \$ 45.45 \$ 19.90 \$ 395.45 \$ 140.91  \$ 44.00 \$ 383.00 \$ 352.00 \$ 352.00 \$ 343.64 \$ 44.636 \$ 44.636 \$ 44.636	\$ 0.27 \$ 0.36 \$ 0.45 \$ 16.64 \$ 14.55 \$ 114.55 \$ 27.27 \$ 110.91 \$ 12.27 \$ 12.27 \$ 14.09	\$35/Tonne  separate categories mponent for landfill  on arrival at the  No Charge  \$ 3.00 \$ 4.00 \$ 5.00 \$ 183.00  \$ 160.00 \$ 50.00 \$ 160.00 \$ 100.00 \$ 100.00 \$ 300.00 \$ 300.00 \$ 300.00 \$ 330.00 \$ 330.00 \$ 343.00 \$ 352.00 \$ 383.0
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Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
470	Special Trade Waste Service - Cleaning Fee Per Bin	Cost recovery Community	Service	\$ 59.09	\$ 5.91	\$ 65.00
471	Green Waste (delivered to the landfill)  Recyclables – Aluminium Cans/Glass Bottles/Pater and	services Community	Service	No Charge	\$ -	No Charge
472	Cardboard/White Goods/e-waste (delivered to the landfill)	services	Service	No Charge	\$ -	No Charge
473	Household Waste (under 1 tonne/per load) (delivered to the landfill)	Community services	Service	No Charge	\$ -	No Charge
474	Major - Community Events (St Pats, Ag-Fair, etc.) including supply and servicing of up to 10 dumper bins and up to 100 MGB's	Cost recovery	Service	\$ 2,768.18	\$ 276.82	\$ 3.045.00
475	Cardboard Collection/Additional Service/Per service (600 litre bin)	Cost recovery	Service	\$ 27.27	\$ 2.73	\$ 30.00
476	Other Community Events including provision of MGB's and Dumper	Cost recovery	Service	By Quotation	10%	By Quotation
477	Bins Sewerage / Sludge Grease trap Waste/Mud (prior arrangement only)	Cost recovery	Tonne	\$ 18.18	\$ 1.82	\$ 20.00
478	Garden Organics Green Bio Insert MGB Replacement Charge(for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 60.00	\$ 6.00	
	MGB Replacement Charge(for loss or damage by ratepayer),					
479	including delivery - complete unit	Cost recovery	Service	\$ 57.27	\$ 5.73	\$ 63.00
480	Paper Shredding - Hourly Rate Trade Waste - Mobile Garbage Bins (MGBs) only available when	Cost recovery	Service	\$ 94.55	\$ 9.45	\$ 104.00
481	commercial service is not a viable option. Collection is weekly only	Cost recovery	Service	\$ 6.36	\$ 0.64	\$ 7.00
482	Trade Waste - Service Fee (Cardboard collection) - 2m3	Cost recovery	Service	\$ 37.27	\$ 3.73	\$ 41.00
483	Trade Waste - Service Fee (Cardboard collection) - 3m3 Minor - Community Events including supply and servicing of a	Cost recovery	Service	\$ 40.00	\$ 4.00	\$ 44.00
484	maximum of 5 dumper bins and 50 MGB's	Cost recovery	Service	\$ 1,655.45	\$ 165.55	\$ 1,821.00
485	*	Cost recovery On 4- Our Le INING AND ADMIN vernment Informat	IISTRATION	\$ 18.18	\$ 1.82	\$ 20.00
407		Formal Access Ap		20.00		20.00
486	Access to Information – Application Fee  Access to Information – Processing Fee	Statutory Statutory	Each Hour	\$ 30.00 \$ 30.00	\$ -	\$ 30.00 \$ 30.00
488	Access to Information – Processing Fee (non personal affairs)	Statutory	Each	\$ 30.00	\$ -	\$ 30.00
489	Access to Information – Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	Up to 50% of estimated processing fee	\$ -	Up to 50% of estimated processing fee
490 491	Access to Information – Internal Review  Amendment of Records	Statutory Statutory	Each Each	\$ 40.00 No charge	\$ -	\$ 40.00 No charge
	Note: Reductions as provided Sections 65 and 66; Refunds as pr					
492	Facsimile, Photor	copier, Printer and Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
493	Fax Received Fax Sent (first page)	Cost recovery  Cost recovery	Page Page	\$ 1.82	\$ 0.18	\$ 1.00 \$ 2.00
	Fax Received	Cost recovery	Page			\$ 1.00 \$ 2.00 \$ 1.00 \$ 1.00
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Item No	Particulars	Pricing Policy ID	Basis	Proposed 2017/18 Fees (ex GST)	GST	2017/18 Fees (inc GST)
520	Council Chambers – Full Day	Cost recovery	Day	\$ 340.91	\$ 34.09	\$ 375.00
	Additional Service surcharge (Meeting room/Council Chambers) (additional to Hire Fee)	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
	Subp	oenas and Summo	ons			
522	Subpoenas – research and supply of information	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
523	Summons	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
	BROKEN HILL	<b>REGIONAL AQUAT</b>	IC CENTRE			
		Admission Fees				
	Rec	reational Swimmir	g			
	Refer to YMCA Broken Hill Regional Aquatic Centre website: http	os://www.ymcansw.	org.au/centres/broken-hill-r	egional-aquatic-centre	/join-now/	

Ordinary Council 26 April 2017

#### ORDINARY MEETING OF THE COUNCIL

April 7, 2017

# ITEM 5

### BROKEN HILL CITY COUNCIL REPORT NO. 67/17

SUBJECT: DRAFT DISABILITY INCLUSION ACTION PLAN 2017-2021 16/82

# **Recommendation**

- 1. That Broken Hill City Council Report No. 67/17 dated April 7, 2017, be received.
- That Council endorse the Draft Disability Inclusion Action Plan for the purpose of public consultation.
- 3. That the Draft Disability Inclusion Action Plan be exhibited for public comment for 28 days.
- 4. That Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Disability Inclusion Action Plan.
- 5. That Council write and thank the members of the Disability Inclusion Action Plan Working Party for their assistance in the development of the Draft Disability Inclusion Action Plan.
- 6. The Disability Inclusion Action Plan Working Party be re-tasked to form a new Disability Inclusion Plan Monitoring Group and call for additional nominations to the Monitoring Group.
- 7. That membership of the newly formed Monitoring Group be determined by the General Manager and include the "Our Leadership" Portfolio Councillors.
- 8. That the Terms of Reference of the Disability Inclusion Action Plan Monitoring Group be endorsed.

### **Executive Summary:**

The NSW Disability Inclusion Act (2014) aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government requires all councils to implement a Disability Inclusion Action Plan (DIAP) by July 2017. Council's Draft DIAP, has been developed according to the legislative requirements described in this Act.

The strategies within the DIAP seek to create improved and equitable opportunities for all persons living with disability to access the full range of services and activities available in the community and to participate fully in the community.

DIAP sits within the Community Strategic Plan. Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans will enable Council to track where we are up to in putting the plan into action.

Ordinary Council 26 April 2017

Council will integrate DIAP into the Integrated Planning and Reporting Framework. Measures will be collected every six months, with progress reported to the community via Council's Annual Report.

# Report:

Following the Ordinary Council Meeting on 29 June 2016, expert advice was sought to support the development of the DIAP. Jenny Bray Consulting was engaged. Jenny already had familiarity with the disability sector in Broken Hill and was able to mobilise the action plan within her engagement strategy quite rapidly.

The development of the DIAP required a whole of Council approach. An 'Inclusive' approach to Council planning will be demonstrated throughout Council's integrated documents, from the Community Strategic Plan through to the Operational Plan.

Consultation strategies for the DIAP included:

- Two face to face community consultation sessions
- An online and paper based survey (adults)
- An online and paper based survey (addressing issues of families with children with disability)
- Internal (Council) consultations
- Interaction by the consultant with agencies involved in the provision of disability services

The consultant progressively provided resources and links to resources throughout the project for ongoing use by Council staff.

All surveys were enabled for use by persons with a disability.

#### **DIAP Working Party:**

Following the Ordinary Council Meeting held 29 June 2016 a Working Party was established to support the DIAP development.

The Working Party attended three meetings on 26 July 2016, 26 October 2016 and 8 February 2017 with Council staff, industry contacts and the DIAP consultant. The Working Party provided guidance on how to engage people with a disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

The Working Party's role in the creation of the DIAP is now complete. In accordance with the legislation a Monitoring Group will be established with members of the Working Party invited to be founding members.

# **DIAP Monitoring Group:**

Council will monitor the implementation of the DIAP via reporting from the Disability Inclusion Plan Monitoring Group. The re-tasking of the Disability Inclusion Action Plan Working Party to form a new Disability Inclusion Plan Monitoring Group and calling for nominations for the Monitoring Party will ensure a broad range of input, as well as representation of key partner agencies.

The Terms of Reference for the Disability Inclusion Plan Monitoring Group are attached for endorsement.

Ordinary Council 26 April 2017

# **Strategic Direction:**

Key Direction: Our Leadership

Objective: 4.1 Openness and transparency in decision making

Function: Leadership and Governance

DP Action: 4.1.1.10 The Integrated Planning and Reporting Framework is

implemented

# **Relevant Legislation:**

Disability Inclusion Act (NSW) 2014
Disability Discrimination Act (Commonwealth) 1992
Local Government Act 1993
Integrated Planning and Reporting Framework

# **Financial Implications:**

The implementation of the DIAP will be budgeted and included in the Delivery Program.

# **Attachments**

- **1.** Upper Draft DIAP 2017-2021
- 2. U Terms of Reference DIAP Monitoring Group

RAZIJA NU'MAN CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON GENERAL MANAGER





QUALITY CONTROL				
KEY DIRECTION	4. Our Leadership			
OBJECTIVE	4.1 Openness and transparency in decision making			
FUNCTION	Leadership & Governance			
STRATEGY	4.1.3 Decision-makers provide accountability through planning and reporting frameworks			
FILE REFERENCE No	16/82	TRIM No		D17/14963
RESPONSIBLE OFFICER	Corporate Responsibility Officer			
REVIEW DATE	2021			
DATE	ACTION		MIN	UTE No
April 2017	Document Developed		N/A	
26 April 2017	Public Exhibition			
28 June 2017	Adopted			
NOTES	Images source	d from Counc	il's Im	age Library
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### **DOCUMENT PURPOSE**

Broken Hill City Council's Disability Inclusion Action Plan 2017-2021 outlines Council's commitment to improving opportunities for people with a disability of all ages to access the full range of services and activities available in the community.

### **ACKNOWLEDGEMENTS**

Preparation of this document would not have been possible without the ideas and input of the Disability Inclusion Action Plan Working Party and the many community members who gave comments via survey or in face-to-face consultations. Many organisations also assisted Council to engage people with disability to participate in this process including the Rural and Remote Autism Network; NSW Ability Links Orana Far West; YMCA Broken Hill (and YMCA NSW); CareWest; Silverlea Services; Silverlea Early Childhood Services; Life Without Barriers; and the NSW Department of Family and Community Services, Far West/Murrumbidgee District. In addition, staff within Broken Hill City Council provided significant contributions to the development of this Plan.

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## INTRODUCTION

#### MESSAGE FROM YOUR MAYOR

On behalf of the Broken Hill City Council, it is my honour to introduce our City's inaugural Disability Inclusion Action Plan (DIAP) 2017-2021.

Council's DIAP sets out the vision of Broken Hill City Council, which is to engage people with disability, their families and supporters, to join with us to improve opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.

The Plan was developed in consultation with people with disabilities, and its strategies are based on the information and ideas they provided. I would like to thank the members of the Working Party who supported the development of this plan, and to each person who took the time to complete one of the surveys seeking input.

The DIAP provides strategies, actions and performance measures designed to address the specific issues raised by people with disability. Strategies and actions are divided into four Focus Areas, as follows:

- Attitudes and Behaviours
  - This includes fostering positive attitudes and behaviours towards people with disability, and removing attitudinal barriers that people with disability have told us get in the way of their full enjoyment of activities, services and opportunities in our local area.
- Liveable Communities
  - Strategies in this area address the ongoing challenge of ensuring Council's built environments become accessible to all. A key strategy is to more actively involve people with disability in decision making about priorities

Draft Disability Inclusion Action Plan 2017-2021



for footpath maintenance and upgrades.

- Encouraging accessible and inclusive activities, events and businesses also appear in Council's strategies in this area. Council plans to highlight and promote the economic benefits of inclusion to businesses, and tourism.
- Improving access to mainstream services through better Council systems and processes
  - Council is committed to making Council information more accessible to all, and providing information in an increasing number of formats
  - Our Customer Service Framework will be reviewed to enable our staff to be more responsive to the

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needs of people with disability, thus supporting independent access to all Council services and processes.

- Supporting access to meaningful employment
  - This involves ensuring Council's job design, recruitment and employment processes reflect best practice with regards to

enabling people with disability to join our workforce.

Thank you again to all who assisted in this process and I look forward to working with the whole community to achieve greater levels of access and inclusion for all.

Councillor Darriea Turley MAYOR

Draft Disability Inclusion Action Plan 2017-2021

## DEFINITIONS

#### INCLUSION

Inclusion is about ensuring people with disability can participate fully in the community. Inclusion happens when every person who wishes to can access and participate fully in all aspects of an activity or service in the same way as any other member of the community.

#### DISABILITY

The definition of disability applied in this document includes both definitions provided by the Disability Inclusion Act (NSW) 2014 and the Disability Discrimination Act (Commonwealth) 1992.

The Disability Inclusion Act (NSW) 2014 defines disability as including a:

long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others.

The Disability Discrimination Act (Commonwealth) 1992 defines disability as:

- The total or partial loss of the person's body or mental functions
- The total or partial loss of a part of the body
- The presence in the body of organisms causing disease or illness
- The presence in the body of organisms capable of causing disease or illness
- The malfunction, malformation or disfigurement of a part of the person's body
- A disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction

#### **FOCUS AREAS**

The NSW Government has identified four focus areas where significant barriers to access and inclusion will be addressed. These are:

Attitudes and Behaviour – under this focus area the NSW Government aims to "build community awareness of the rights and abilities of people with disability, and to support the development of positive attitudes and behaviour towards people with disability."

**Liveable Communities** – the aim under this focus area is to "increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing."

Systems and Processes – the aim under this focus area is to "ensure that people with disability are able to easily and efficiently access mainstream government services and other opportunities in the community."

**Employment** - the aim under this focus area is to "increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security."

Draft Disability Inclusion Action Plan 2017-2021

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## **EXECUTIVE SUMMARY**

### **OVERVIEW**

Broken Hill City Council is committed to working with the community to achieve an increasingly inclusive and accessible Local Government Area (LGA). The strategies within the Disability Inclusion Action Plan (DIAP) seek to create improved and equitable opportunities for all persons living with disability to access the full range of services and activities available in the community and to participate fully in the community.

#### VISION FOR THE DOCUMENT

Council is committed to creating greater opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.

### **PRINCIPLES**

The DIAP is based on the principles outlined in the *Disability Inclusion Act 2014 (NSW)*. The strategies and actions listed in the DIAP seek to give practical expression to these principles:

- People with disability have the same inherent rights to respect for their worth and dignity as individuals
- People with disability have the right to participate in and contribute to social and economic life and should be supported to do so
- People with disability have the right to realise their capacities and potential and to contribute these to the community
- People with disability have the same rights as other members of the community to be consulted about decisions that affect their lives
- People with disability have the right to access information in a way that

is appropriate for their disability and enables them to make informed choices

 The needs of children with disability as they mature, and their rights as equal members of the community, are to be respected.

#### **COMMUNITY INVOLVEMENT**

The DIAP is based on the input provided by people with disability, their families and supporters. A Working Party, consisting of people with disability, as well as key Council staff was developed to guide the process. The Working Party provided guidance to the Project Team on how to engage people with disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

Consultation strategies for the DIAP included:

- Two face to face community consultation sessions – 11 participants
- An online and paper based survey (adults) – 16 responses
- An online and paper based survey (addressing issues of families with children with disability) – 12 responses
- Internal (Council) consultations six sessions
- Interaction by the consultant with agencies involved in the provision of disability services
- The consultant also provided resources and links to resources throughout the project for ongoing use by Council staff.

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# FOCUS AREAS, COMMUNITY OUTCOMES, STRATEGIES AND ACTIONS

The DIAP is required by the *Disability Inclusion Act 2014 (NSW)*, and to be aligned to the four Focus Areas of the NSW Government's Disability Action Plan, being:

- Attitudes and Behaviours
- Liveable Communities
- Systems and Processes
- · Employment.

Under each Focus Area the DIAP names the community outcomes that the plan seeks to achieve. They are:

#### **COMMUNITY OUTCOMES**

- People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community
- People with disability and their families and supporters have greater access to Council community places, buildings and events
- People with disability can more easily and efficiently access Council services and engage in the decision making of Council
- People with disability have greater access to employment opportunities with Council.

Starting with the feedback that the community gave about what barriers to full participation they are experiencing in that focus area, Council then lists strategies and actions to address those barriers. Strategies are another way of saying an over-all approach to how Council will address the barrier. Some strategies will take longer than four years to achieve, and others may be achieved within this four year plan. Each strategy is put into effect by actions. An action is a specific task, or what Council will do this year, and over the next four years. Council's aim is to make practical

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changes that make a positive difference to the lived experience of people with disability.

# IMPLEMENTATION, MONITORING AND EVALUATION

Throughout the four years that this plan is being implemented, Council wants to engage and involve people with disability to help us monitor the progress. Council will achieve this by reporting to a Disability Inclusion Action Plan Monitoring Group made up of people with disability that will be formed biennially, to ensure the broadest range of input possible, as well as representatives of key partner agencies and staff from within Council. At the end of the four year DIAP, we will consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist.

Council will also require Senior Managers to make sure the plan is being implemented. Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans, will enable Council to track exactly where we are up to in putting the plan into action. This will enable Council to give a clear picture in the Annual Report, of what has been completed, and what is still to happen.

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## STRATEGIC CONTEXT

DIAP sits within a bigger, 10 plus year plan called the Community Strategic Plan (CSP)". The CSP was based on broad community input, and it names the long term vision that the community has for their Broken Hill. It has four Key Directions being: Our Community; Our Economy; Our Environment; Our Leadership. DIAP contributes to three of the four Key Directions of the CSP in the following ways:

#### **OUR COMMUNITY**

Council will enhance the accessibility of services and programs in Council and encourage inclusive social and recreational opportunities for the enjoyment of all.

#### **OUR ECONOMY**

People with disability and seniors are the fastest growing sections of the consumer market in Broken Hill. DIAP will support Broken Hill to stimulate the local economy by assisting to develop more inclusive businesses, tourism, accommodation, events and activities.

#### **OUR ENVIRONMENT**

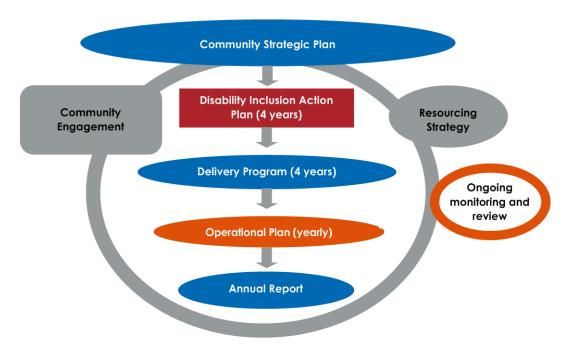
Whilst preserving the heritage and streetscapes of Broken Hill, DIAP will focus on also working towards accessibility in the city.

#### **OUR LEADERSHIP**

Council will champion the development of positive attitudes and behaviours; the engagement of people with disabilities in decision making; and support and promote increased inclusion in events, buildings and activities in Broken Hill.

Council will integrate DIAP into the Integrated Planning and Reporting Framework. Measures will be collected every six months, with progress reported to the community via Council's Annual Report.

The diagram below shows how DIAP relates to other key plans/documents within the Council structure.



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## **POLICY CONTEXT**

The policy context for the DIAP is one in which all levels of government in Australia are working in concert to ensure the rights of people with disability are actively promoted and upheld. We have are in place to ensure people with disability are consulted about how, together, we can make practical changes to how services are delivered so that they can be accessed equally by all Australians, regardless of disability status. In New South Wales (NSW), plans for these practical changes will be driven by the development of DIAPs.

This section sets out the policy and legal context for disability inclusion action planning in NSW.

Disability Inclusion Action Plans are driving agencies in NSW to make practical steps to ensure their services can be equally accessed by all.

# UNITED NATIONS CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES

In 2008, the Australian Government signed the United Nations Convention on the Rights of Persons with Disability (Convention). In doing so, Australia has committed to ensuring the articles of the Convention are reflected in policy so that the human rights of persons with disabilities can be effectively exercised, and not exist only on paper.

Some key areas of the Convention relevant to Council's DIAP include:

- Access to community life, including cultural events such as museums, libraries, tourism services and other sites of cultural importance
- Raising awareness for, and actively upholding, the rights of people with disability
- Making sure people with disability

have access to the physical environment as well as access to information and communication

- Ensuring work environments are inclusive and accessible
- Providing opportunities for people with disability to vote and to be representatives in all levels of government.

By signing the UN Convention of the Rights of Persons with Disability, Australia has committed to changing policies so that people with disability can effectively exercise their human rights.

# NATIONAL DISABILITY STRATEGY (2010-2020)

The National Disability Strategy is a 10 year plan that coordinates the actions of state and territory governments around Australia towards common outcomes. The overall objective of the National Disability Strategy is to enable people with disability to fulfil their potential and participate in society as equal citizens.

The six policy areas of the National Disability Strategy are:

- Inclusive and accessible communities
- Rights protection, justice and legislation
- Economic security
- Personal and community support
- Learning and skills
- Health and wellbeing.

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The National Disability Strategy coordinates the actions of Australian governments towards a common vision of supporting people with a disability to fulfil their potential and participate in society as equal citizens.

# NSW NATIONAL DISABILITY STRATEGY IMPLEMENTATION PLAN (2012-2014)

The National Disability Strategy will be implemented in NSW via the NSW National Disability Strategy Implementation Plan 2012-2014.

The NSW National Disability Implementation Strategy addressed each of the six National Strategy policy areas, and allocated strategies and actions to NSW government agencies (including Local Government), setting out how NSW will work towards the outcomes of the strategy. The specific elements of the Implementation Plan was to describe the key role that Local Governments will play in achieving meaningful change in local communities. Some areas relevant to Council's DIAP are:

- Supporting Local Governments to build inclusive environments and to encourage the development of more accessible buildings
- Assisting Local Government to make online information more accessible
- Ensuring NSW Government agencies work in partnership with Local Governments, to achieve meaningful change in local communities
- Encouraging more people with disability to stand for local elections
- Supporting councils to employ people with disability.

# NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

The National Disability Insurance Scheme (NDIS) is a national insurance system that supports people with disability to enhance the social and economic independence of people with disabilities and their carers.

VIII The NDIS seeks to achieve this by three broad strategies:

- Providing individualised funding to people with permanent and significant disability so that they can arrange flexible services geared towards achieving the life goals set by the person
- Funding Local Area Coordinators, whose role it is to link individuals with disability (whether or not they have an NDIS package of funding) to community supports and
- Providing project based grant funding to agencies in order to progressively make "mainstream" community life more accessible and inclusive (this is called Information, Linkages and Capacity Building funds).

Local Government can support the objectives of the NDIS by:

- Ensuring built environments become progressively more inclusive and accessible
- Providing access to Council information in a range of formats
- Ensuring access to Council services are barrier free
- Promoting positive community attitudes and behaviour towards people with disability

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### **NSW DISABILITY INCLUSION ACT (2014)**

The NSW Disability Inclusion Act (2014)<sup>ix</sup> aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government and all of its agencies (including Local Governments) are required to develop four year DIAPs. Council's DIAP, has been developed according to the legislative requirements described in this Act.

The requirements of the Act with regards to DIAP are that the Plan must:

- address how the principles of the NSW Disability Inclusion Act (2014)will be addressed
- specifically address issues such as access buildings, events, information and employment opportunities
- describe how the plan was developed
- describe how the plan supports the NSW Government's plans to build inclusion
- be available to the public to see and read
- be reviewed every four years in consultation with people with disability
- be reported annually in Council's Annual Report.

#### **NSW DISABILITY INCLUSION PLAN**

The NSW Disability Inclusion Plan is a requirement of the NSW Disability Inclusion Act 2014.\*

The NSW Disability Inclusion Plan is the NSW Government's step-by-step plan for how the *Principles Act* will be put into practice. In the Plan, the NSW Government sets out a vision for long term change in four policy areas. These policy areas, called 'Focus Areas', were identified in consultation with people with disability, as being areas where significant barriers to inclusion currently exist. All Plans developed under the *NSW Disability Inclusion Act* (2014) must be aligned to the NSW Disability Inclusion

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Plan by way of addressing the four Focus Areas, being:

- Attitudes and behaviour toward people with disability
- Creating liveable communities
- Improving access to mainstream services through better systems and processes
- Supporting access to meaningful employment

# Council's DIAP must address these four focus areas:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Improving access to mainstream services
- Supporting access to meaningful employment

# DISABILITY DISCRIMATION ACT 1992 AND AMENDMENTS 2009 (COMMONWEALTH)

The Disability Discrimination Act 1992 (Commonwealth) exists to provide legal protection against discrimination for people with disability (and carers, coworkers or associates of a person with disability. The Act also requires Australian governments to actively guard against discrimination by developing Disability Action Plans.

Council's DIAP has incorporated the requirements of Section 61 of the Disability Discrimination Act 1992 (Commonwealth), which includes the requirement to:

- Review practices with a view to identifying discriminatory practices
- Set goals and targets to measure the success of the Plan
- Communicate these to persons within the Council
- Appoint persons within the Council to implement the Plan

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## Broken Hill Local Government area — a snapshot

Broken Hill Local Government Area (LGA) is located in the Far West region of New South Wales (NSW). In 2015 the estimated resident population of Broken Hill was 18,856 people. Covering an area of 4,531 square kilometres it has a population density of 1.11 persons per hectare. Not only is Broken Hill LGA sparsely populated, it is also one of the most isolated population centres in the state.xii

Population decline is a significant factor for Broken Hill LGA. Although NSW has led the Australian states and territories in population growth, Broken Hill LGA has experienced ongoing declines. Most recent data (ABS, June 2015) shows that Broken Hill LGA had the largest decline of population in NSW for the 2014-2015 period (down by 180 people). The Australian Bureau of Statistics (ABS) notes that this trend is in line with many of NSW's predominantly rural areas, particularly in the Far West.xiii

Health care and social assistance is the main employing industry in Broken Hill LGA, employing 16.2% of the workforce. In fact, more Broken Hill residents worked in health care and social assistance than any other industry in 2011. Xiv This is of significance to the DIAP as strategies to improve inclusion and access in Broken Hill LGA will encourage people with disability (which includes seniors with disability) to live in, or visit the town, thus supporting or even boosting local employment opportunities.Xiv

### PEOPLE WITH DISABILITY

Information about the number of people with disability living in Australia is gathered from a number of sources and none can be considered a precise measurement. The main source of information is the Survey of Disability, Ageing and Carers (SDAC), xvi which is based on a person's self-reported need for assistance. Some of the difficulties associated with statistics and the prevalence of disability have been

identified by the ABS and include:

- · The ABS defines disability as relating to people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a longterm health condition (lasting six months or more), disability (lasting six months or more), or old age.xvii The ABS data is likely to count only those people whose disability impacts more on their need for care, whilst people with disability who manage without as much or any assistance in core activity areas, may not be represented in the census data. They are however, included in the definition of the NSW Disability Inclusion Act 2014
- People can vary in their perception of the impact of the disability on their daily activities. This means people with similar assistance needs could report their needs differently
- Some people may be uncomfortable with reporting their disability because of concern about negative community attitudes. This is often the case for example, for people who experience mental ill health, dementia, or acquired brain injury. Others may not report their disability because it is episodic in nature, such as epilepsy, or certain types of mental illness

Census information is often reported by one person for the entire household. The individual completing the survey may or may not know about the disability status of other persons living in the house. The person completing the survey could answer it differently to how the person with disability may have.

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Census data does not count all people with a disability.

The ABS Survey of Disability Ageing and Carers definition of disability is "needing assistance in one or more of three core activity areas of self-care." The DIAP includes people who are selfcaring.

# HOW MANY PEOPLE IN BROKEN HILL HAVE A DISABILITY?

Information from the ABS and the Far West NSW Medicare Local, has provided the following information:xviii

- Broken Hill City LGA has an exceptionally high proportion of people of all ages (7.5%) with a profound or severe disability (1,394 people)
- 1,357 (7.2% of the population) receive the Disability Support Pension. This is higher than the NSW percentage (5.7%)xix
- 1,878 (12.4 % of the population) provided unpaid assistance to a person with disability
- The Far West NSW Medicare Local has the third highest percentage (6.1%) of people having profound or severe disability. For NSW as a whole this is 4.9%.

Broken Hill has an exceptionally high proportion of people of all ages (7.5%) with a profound or severe disability.

### WHY INCLUSION IS IMPORTANT

The 2015 Survey of Disability, Ageing and Carers highlighted a number of key factors relating to the impact of disability and caring which provide a powerful reminder as to why, as a caring community, we need to address disability inclusion.xx

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#### These factors include:

- Almost one in 12 Australians with disability (or 8.6%) reported they had experienced discrimination or unfair treatment because of their disability. Young people with disability are more likely to report the experience of discrimination (20.5%) than those aged over 65 years (2.1%)
- More than one in three women and more than one in four men aged 15 years and over reported that they avoided situations because of their disability
- More than half those with disability aged 15 to 64 years participated in the labour force (53.4%) which is significantly less than those without disability (83.2%).

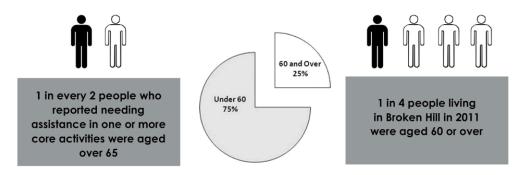
People with disability are more likely to face considerable social exclusion, particularly in the areas of education and employment. This is also true for those who provide care.

(ABS Survey of Ageing, Disability and Carers, 2015)

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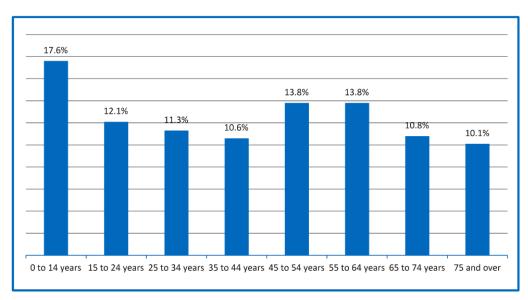
#### AGE PROFILEXXI

The 2015 Survey of Disability, Ageing and Carers identified that in Broken Hill, one in two people reporting the need for assistance in one or more core activities were aged 65 or over. This is because as we reach old age and very old age, we are all very likely to need assistance in core activities of living. As the population of Broken Hill ages (particularly if there is continued population decline in the under 65 year age group), then the proportion of the population needing assistance in one or more core activities (i.e. with disability) is likely to increase significantly.



In 2011, xxiii Broken Hill had a higher proportion of persons at post retirement age than Regional NSW. Overall, 26.8% of the population of Broken Hill were aged 60 years and over, compared with 24.5% for Regional NSW. A breakdown of Broken Hill LGA by age group is set out in the figure below.

### BROKEN HILL LOCAL GOVERNMENT AREA POPULATION BY AGE (2014)



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#### ABORIGINAL AND/OR TORRES STRAIT ISLANDER COMMUNITIES

The ABS Survey of Disability, Ageing and Carers identified that Aboriginal people are 1.7 times more likely to have disability. XXIV For this reason, it is important to specifically consider the Aboriginal and Torres Strait Islander (ASTI) residents of Broken Hill, and to include strategies in the DIAP that considers the specific needs of ASTI residents and visitors who may have a disability.

In 2011 there were 1,398 ATSI residents in the Broken Hill LGA. They represent 7.5% of the total population or about 1 in 13 people. This is an increase of just over 1% or approximately 200 indigenous residents since  $2006.x^{xx}$ 

Areas	Aboriginal and/ or Torres Strait Islander Persons	% of total population
Broken Hill LGA	1,398	7.55
New South Wales	548,368	2.5

[Source: Australian Bureau of Statistics, Census (2011), Population and Housing]

The Australian Institute of Health and Welfare has identified a strong correlation between socio-economic status and disability in capital cities. Median household income data shows that the Broken Hill Indigenous community is economically disadvantaged when compared with Indigenous groups as a whole in NSW and Australia. While mortgage repayments in Broken Hill are slightly lower than the NSW and Australia-wide averages for Indigenous people, rental rates are higher.

ASTI people are 1.7 times more likely to be living with disability. (Survey of Disability, Ageing and Carers, 2012)

### **CULTURAL DIVERSITY**

The ABS Survey of Disability, Ageing and Carers identified that people from Culturally and Linguistically Diverse (CALD) backgrounds who have disability are less likely to access services than people of non-CALD backgrounds. In 2011, 2.3% of the total population of Broken Hill LGA were identified as speaking a language other than English at home. The most commonly spoken non-English languages spoken are Italian, Greek, Filipino/Tagalog and Australian Indigenous Languages (each language group being less than 0.1% of total population).

## THE ACTION PLAN

Our commitment is to "create greater opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community."

#### SUMMARY OF OUTCOMES AND STRATEGIES

#### Outcome 1: Attitudes and Behaviours

People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community. Strategies to achieve these outcomes are:

- 1.1 Support positive attitudes towards inclusion amongst our staff
- 1.2 Train our staff to respectfully, confidently and effectively communicate with people with disability
- 1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability
- 1.4 Contribute to creating positive attitudes towards inclusion in Broken Hill community.

### Outcome 2: Liveable Communities

People with disability, their families and supporters have greater access to community places, buildings and events. Strategies to achieve these outcomes are:

- 2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities
- 2.2 Plan to progressively improve the accessibility of public toilets (including way finding)
- 2.3 Increase accessibility and inclusion of events held in Broken Hill and of Council meetings
- 2.4 Progressively increase accessibility and inclusion of places of recreation, learning and leisure
- 2.5 Improve access to Council

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- Administrative Centre, Civic Centre and Visitor Information Centre, including better way finding
- Encourage, support and promote accessible businesses and tourism in Broken Hill.

#### **Outcome 3: Systems and Processes**

People with disability can more easily and efficiently access Council services and engaged in the decision making of Council

- 3.1 Update the Customer Service Framework to provide guidance to staff on how to make information more accessible
- 3.2 Progressively improve accessibility of Council websites
- 3.3 Progressively incorporate accessibility and inclusion considerations in procurement decisions and contracts
- 3.4 Review the Community
  Engagement Strategy (Round Table
  or equivalent body) to improve
  representation of people with
  disability, their families and
  supporters
- 3.5 Review reference groups, or advisory bodies relating to PAMP; Traffic Safety; Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people with disability
- 3.6 Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability
- 3.7 Progressively review the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access.

#### **Outcome 4: Employment**

4.1 Review Council recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability.

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## FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

**Community Outcome 1:** People with a disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community.

#### What the Community Told Us

- Respondents to the Survey said that changing Council and community attitudes to disability should be the number one priority for action.
- Some people have disabilities that aren't obvious. A person may not look like they have disability, but they do. Don't make assumptions about what a person can or can't do. Ask, "How you can assist you?" and please don't judge when I give you the answer.
- There is a need for more awareness about the different needs of people with disability in the town generally. Can Council help to inform the community of the rights of people with disability and the benefits of being inclusive?

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

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Outcome #	Outcome	Strategy	/ Measur	es							
01.1.1	All Council staff have an awareness of what inclusion	Council	training	course m	naterials i	ncorporate the topic of disability inclusion					
	means	Number of induction or refresher sessions delivered that encompass disability inclusion as a topic									
			er Servic I commu		work inco	orporates the topic of disability awareness a	nd person				
Action #	Action		Time	eline		Action Measure	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A1.1.1	Develop in-house training materials on inclusion of people with disability	X				Finalise awareness training materials for inclusion in induction and/or refresher courses	Human Resources				
A1.1.2	Deliver induction sessions that encompass the topic of inclusion of people with disability	X	X	X	X	All new employees receive inclusion awareness training	Human Resources				
A1.1.3	Develop and implement an annual training program that promotes inclusivity		X	X	X	80% targeted attendance rate	Human Resources				
A1.1.4	Incorporate disability awareness and person centred communication in the Customer Service Framework	Х				Customer Service Framework includes guidelines on communicating effectively with customers who may have disability (person centred communication)	Corporate Services				

Outcome #	Outcome	Strateg	y Measur	es								
O1.2.1	Council staff are confident and skilled in communicating with people who have disability		Number and type of training programs relating to inclusion or disability confidence/awareness delivered or that Council staff are sent to									
Action #	Action		Time	eline		Action Measure	Lead Team(s)					
		17/18	18/19	19/20	20/21							
A1.2.1	Provide key Council staff in Corporate Services and Human Resources training in creating	Х	Х			80% targeted attendance and type of training programs relating to creating documents that are provided for staff	Human Resources					
	alternative document formats in Word, PDF, Power Point (as a minimum)						Corporate Services					
A1.2.2	Provide Information Services, X X X B80% targeted attendance and type of training programs relating to web may be required to update web pages with training in web content and design compatible with Web Content Accessibility Guidelines (WAG) 2.0	X	X				Human Resources					
							Information Services					
			Communication and Community Engagement									
A1.2.3	Support the Infrastructure team to enhance disability confidence and communication skills in order	X	X X			Meeting Evaluation Sheet data indicates that people with disability feel that Council staff are increasing their skill in addressing access and inclusion in meetings	Human Resources					
	to effectively engage people with disability in the Pedestrian And Mobility Plan (PAMP) and the Traffic Committee						Infrastructure					

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A1.2.4	Provide Council staff from Library, Events, GeoCentre and Art	Χ	X			80% attendance by targeted group in autism awareness activities or training attended by Council staff from Library, Events, GeoCentre and Art Gallery	Human Resources
	Gallery with opportunities to gain awareness of the needs of						Library
	children with autism (and the						Events
	needs of their parents, care givers						GeoCentre
	and siblings)						Art Gallery
A1.2.5	Provide GeoCentre, Library, Events and Art Gallery staff with		X			80% targeted attendance at education/training sessions in relation to autism/social anxiety. Survey of Council staff attending the autism awareness activities indicates an increase confidence developing Social Stories relating to their programs and events	Human Resources
	skills (via training or partnership with parents and/or experienced						GeoCentre
	professionals) to create Social Stories that will assist children with						Library
	autism, or children who experience anxiety, to be						Events
	involved in groups or formal program activities						Art Gallery

\$1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability										
Outcome #	Outcome	Strateg	y Measur	es						
O1.3.1	The community is aware of the activities Council is undertaking to progressively build greater inclusion of people with disability	Numbe	Number and topic of media releases relating to DIAP							
Action #	Action		Time	eline		Action Measure	Lead Team(s)			
		17/18	18/19	19/20	20/21					
A1.3.1	Provide regular media stories (including on social media) on the progress of the implementation of the DIAP	X	X	Х	X	Minimum four per year and topic of media releases relating to DIAP	Communications and Community Engagement			

\$1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability											
Outcome #	Outcome	Strateg	Strategy Measures								
O1.3.1	The community is aware of the activities Council is undertaking to progressively build greater inclusion of people with disability	Number and topic of media releases relating to DIAP									
Action #	Action		Time	eline		Action Measure L	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A1.3.2	Source and provide stories to media on the experiences and/or opinions of people with disability with regards to the effectiveness of Council's strategies to build inclusion	Х	X	X	X	Minimum four per year and topic of media releases relating to DIAP	Communications and Community Engagement				

\$1.4 Contribute to creating positive attitudes towards inclusion in Broken Hill community											
Outcome #	Outcomes	Strateg	Strategy Measures								
O1.4.1	The community has a greater awareness of disability inclusion and the benefits of inclusion to the broader community	Number of disability or inclusion awareness campaigns that Council contributes to or partners with other agencies to promote									
Action #	Actions		Time	eline		Action Measure Lead Team(s	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A1.4.1	Support disability awareness campaigns by displaying promotional posters in Council buildings and facilities (e.g. Autism Awareness, Mental Health Month, International Day of People with Disability and National Relay Service)	X	X	X	X	Minimum of five disability or inclusion awareness campaigns that Council supports	Events				

Action #	Actions		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A1.4.2	Extend an invitation to YMCA staff, to join the autism awareness session and/or training provided to Library, Events, GeoCentre and Art Gallery staff	Χ	Х			80% targeted attendance at education/training sessions by YMCA	Human Resources
						staff.	Library
						Evaluation by Council and YMCA staff attending autism awareness training	Events
						indicates an increase in confidence in	GeoCentre
						meeting the needs of children with autism and their families	Art Gallery
A1.4.3	4.3 Extend an invitation to YMCA staff, to join the professional		X			80% targeted attendance at education/training sessions by YMCA staff. Survey of YMCA staff attending indicates an increase in confidence in creating Social Stories	Human Resources
	development opportunities relating to creating Social Stories						GeoCentre
	for children with autism or who						Library
	experience anxiety						Events
							Art Gallery
A1.4.4	Library, GeoCentre and/or Art	X	Х	X	X	Minimum of five programs and/or	Library
	Gallery host programs and/or events that include disability as					events including disability as part of the human experience and cultural expression	GeoCentre
	being part of the human experience and/or reflected in cultural artefacts						Art Gallery

# FOCUS AREA 2: LIVEABLE COMMUNITIES

**Community Outcome 2:** People with disability and their families and supporters have greater access to community places, buildings and events.

#### What the Community Told Us

- Physical access is getting better in places, but the footpaths kerbs and ramps need a lot more
  work. Weeds growing on footpaths are a big problem for people who use a wheelchair,
  walking frame, walking stick or prams.
- Not enough accessible public toilets available in Broken Hill; no adult change tables available
  and no toilet facilities for young people and adults with profound disability.
- Argent Street does not have many crossings that people with disability find easy to use. Would like more crossings, particularly for people with vision impairment.
- Accessible car parks need to be wide enough for people to transfer safely out of their car into their wheelchair. And more accessible parking is needed in the centre of town.
- Shop owners, we want to spend money in your shop but we need to be able to get into your shop and to move around your displays. Thank you to those shop owners who go out of their way to make us welcome, sometimes even when the building is old and hard to get into.
- Families and supporters of children and young people with autism would like to work with you
  to make more activities and places less stressful for children and young people with autism.
   Without suitable activities the whole family misses out and can be isolated.
- People of all ages and abilities want to join the community in fun activities and celebration
  events (like Arts Programs, Christmas Pageant or Carols in the Park).

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

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S2.1 Progress	S2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities											
Outcome #	Outcome	Strategy	/ Measur	es								
O2.1.1	O2.1.1  People with disability are consulted about the priority maintenance and upgrade of footpaths, kerbs, crossings and		Two Reference Group meetings per year on footpath maintenance/upgrade completed  PAMP reviewed to include Reference Group input on priorities for increasing continuous paths									
	ramps in Broken Hill	of acce	essible tra	·	·							
Action #	Action		Time	eline		Action Measure	Lead Team(s)					
		17/18	18/19	19/20	20/21							
A2.1.1	Write Terms of Reference for a Reference Group to the PAMP that includes purpose, duration, frequency, representation across	Х				PAMP Reference Group Terms of Reference written and approved	Infrastructure					
	Broken Hill and representational of various mobility types and parents/guardians of school aged children						Human Resources (supporting skills)					
A2.1.2	Advertise for Reference Group		X		X	List of advertisements published for	Infrastructure					
	members, and use contacts from industry and Government services to assist to fill all required representation positions					Reference Group members, and copy for future Reference Group recruitment is on file	Communications and Community Engagement					
A2.1.3	Conduct meetings (using		X	Χ	Х	Two Reference Group meetings per	Infrastructure					
	Accessible Meeting Guidelines) and report on PAMP progress and asking the Reference Group to provide feedback on the priorities listed in the PAMP					year on footpath maintenance/upgrade completed	Corporate Services (Accessible Meeting Guidelines)					
A2.1.4	Review the PAMP priorities and assessments based on input from the Reference Group		X	X	X	PAMP reviewed to include Reference Group input on priorities for increasing continuous paths of accessible travel	Infrastructure					

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Action #	Action	Timeline				Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.1.5	Inform the public of the consultation with the Reference		Χ	Χ	Χ	Media release prepared for each consultation phase	Infrastructure
	Group and the priority list for maintenance or upgrade of PAMP related infrastructure					consolidation pridse	Communications and Community Engagement

S2.2 Plan to	progressively improve the accessibili	ty of public toilets (including way finding)						
Outcome #	Outcome	Strategy Measures						
O2.2.1	People with disability are directly consulted about the priorities for enhancement of Council public	One community consultation on Council public toilet maintenance, modification or replacement priorities completed						
	toilets	PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities						
O2.2.2	Council public toilets are increasingly modified or replaced by accessible toilets in line with the PAMP priorities	List of Council toilets that have been modified or upgraded (including way finding changes)						
O2.2.3	Current and accurate information on the location of Council accessible toilets is available to	Information sheet on each Council public toilet listing access features and including a pictul of the toilet (to enable families to decide on suitability of access for their needs) are completed						
	residents and visitors	National Public Toilet Map is reviewed annually						
		Map of accessible Council public toilets of Broken Hill completed						
O2.2.4	Suitable sites for the potential installation of adult change tables identified in consultation with people with disability and included as an addendum to the PAMP	PAMP amended to include recommendations for suitable sites to install adult change tables (should grant funding become available)						

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.2.1	Write a Consultation Plan for a community consultation on Council public toilet maintenance and upgrade, and way finding priorities including:  • Purpose and aim of consultation  • Promotional plan to engage a broad range of relevant stakeholders (particularly mobility and vision related disability)			X		Consultation Plan for accessible Council public toilets consultation complete	Infrastructure  Communications and Community Engagement
	<ul> <li>Draft consultation questions</li> </ul>						
A2.2.2	Advertise community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities), using industry and Government contacts to assist to reach target audience			Х		List of advertisements published for community consultation on accessible Council public toilets, and copy for future similar consultations kept on file	Infrastructure  Communications and Community Engagement
A2.2.3	Conduct community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities) using Accessible			X		Community consultation on accessible Council public toilets (maintenance and upgrades) completed	Infrastructure  Communications and Community Engagement
	Meetings Guidelines						Corporate Services (Accessible Meeting Guidelines)

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.2.4	Review the PAMP priorities and assessments on accessible Council public toilet (including way finding) needs based on the community consultation results and other relevant data			Х		PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities	Infrastructure
A2.2.5	Progressively maintain or upgrade accessible Council public toilets (including way finding) based on the priorities identified following community consultation and other data			X	X	List of Council toilets that have been flagged for maintenance, modification or replacement budgets prepared for each facility and submitted for capital projects (including way finding changes)	Infrastructure
A2.2.6	Compile a PDF for each accessible Council public toilet describing the access features (including availability of adult change tables), and providing a picture of each toilet (to enable		Х	X	X	Information sheet on each accessible Council public toilet listing access features and including a picture of a toilet (to enable families to decide on suitability of access for their needs) are completed. 20% of total public toilets completed each year	Infrastructure  Corporate Services (design
	families of people with profound disability to decide on suitability of access for their needs)						PDF template)
A2.2.7	Review map of accessible		X	X	X	Map of accessible Council public toilets	Infrastructure
	Council public toilets based on the information collected in A2.2.6					of Broken Hill including GIS layer completed	Information Services
A2.2.8	Review the National Public Toilet Map including descriptions of access features described as	o including descriptions of annually	Infrastructure				
	important by the community consultation results						Corporate Services

Action #	Action	Timeline				Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.2.9	Identify suitable sites for the potential installation of adult				X	PAMP amended to include recommendations for suitable sites to	Infrastructure
	change tables identified in consultation with people with disability and included as an addendum to the PAMP					install adult change tables (should grant funding become available)	Corporate Services (support only)

		101 1				Strategy Measures									
Outcome #	Outcome	Strateg	y Measur	es											
O2.3.1	Council staff are supported to increase or promote access and inclusion of events and meetings	% of Ad	% of Accessible and Inclusive Events Guidelines for Council is completed												
O2.3.2	People with disability have greater access to events hosted	% of Council run events that have an access and inclusion plan as part of event implementation													
	in Broken Hill LGA	Accessible and Inclusive Event Guidelines distributed to event organisers in contact with Council													
O2.3.3	Access by people with disability attending meeting held at	Accessible Council meeting checklist template is completed and available for Council staff													
	Council is specifically addressed and catered for	Counci attende	_	g invitatio	n templo	ate includes a question relating to acce	ss needs of meeting								
Action #	Action		Time	eline		Action Measure	Lead Team(s)								
		17/18	18/19	19/20	20/21										
A2.3.1	Council staff responsible for Events are provided with professional development	Х	Х	X	Χ	80% targeted attendance at professional development (and/or training)	Human Resources								
	(and/or training) opportunities to enhance their knowledge and skills relating to organising accessible events						Events								

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.3.2	Source existing Accessible and Inclusive Event Guidelines for use within Council	X	X			Accessible and Inclusive Event Guidelines are reviewed and incorporated into Council's Accessible and Inclusive Event Guidelines	Events
A2.3.3	Progressively incorporate Council's Access and Inclusion Plans into all Civic events	Χ	Χ	Х	Х	25% of Civic events have an Access and Inclusion Plan as part of event implementation each year, by 20/21	Events
	rians into all civie events					have 100% compliance	GMs Office
A2.3.4	Progressively develop Council's Accessible Event templates,		X	X	X	Accessible and Inclusive Resource is developed and publicly available	Events
	guidelines, policies and/or procedures specific to the context of Broken Hill Events					actoloped and poslicity attailable	Customer Relations (Distribution)
A2.3.5	Make Council's Accessible Event Guidelines (including promotional information about drop off points		Χ	Χ	X	Accessible Event Guidelines distributed to event organisers in contact with Council	Events
	and parking etc) available to event organisers booking Council owned sites					Council	Customer Relations (Distribution)
A2.3.6	Develop a Council Accessible Meetings checklist template to			X		Accessible meeting checklist template is completed and available for staff	Events
	assist staff to cater for meeting participants who may have a disability						Corporate Services
A2.3.7	Develop a process to ensure meeting requests or invitations		Events				
	consider the accessibility requirements of attendees					needs of meeting attendees	Corporate Services

Outcome #	Outcome	Strategy	Strategy Measures								
O2.4.1	People of all ages with disability have greater access to Library	% of Info		on acce	essible fe	atures of Library, Art Gallery and GeoCe	entre buildings				
						ops, activities and/or events designed to ple with disability to attend	for people and/or				
O2.4.2	Parents of children with disability access the Library	Number of Library activities and/or events designed to support parents of children who have a disability to access the Library									
O2.4.3	Families have improved information about the access features of playgrounds (including fencing)	% of Council parks, sporting and playgrounds in Broken Hill that have information on accessible features (including fencing) available in a standard format									
O2.4.4	( 0 0,	Accessible accommodation guide is reviewed annually									
	features of accommodation, and places and activities of interest in and around Broken Hill	Council's Tourism website has a section on Accessible Accommodation and Activities, reviewed annually									
Action #	Action		Time	eline		Action Measure	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A2.4.1	Compile a PDF for Council	Χ	X	X	X	25% completion per year. 100%	Infrastructure				
	buildings describing the access					completed by 20/21.	Events				
	features of the building and the activities hosted in them						Corporate Services (support only)				

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.4.2	Document the accessibility	X	X	Χ	Х	25% of Information on accessible	Library
	features of the Library, Art Gallery, Tourist and Travellers Centre and					features of Library, Art Gallery, Tourist and Travellers Centre and GeoCentre	Art Gallery
	GeoCentre buildings and publish					buildings documented with an increase	Tourism
	these in relevant locations (website, social media, intranet,					of 25% per year. 100% availability by 20/21	GeoCentre
	tourism collateral and onsite)					20/21	Information Services
							Communications and Community Engagement
A2.4.3	Design Library activities and/or events that provide adjustments enabling people with disability to attend		X	X	X	Five activities and/or events designed for people with disability and/or that provided adjustments for people with disability to attend	Library
A2.4.4	Work in partnership with families and/or service providers of children with autism to create suitable Library activities and/or events and programs (particularly in school holidays)		X	X	X	Three activities and/or events designed for people with disability and/or that provided adjustments for people with disability to attend	Library
A2.4.5	Develop a Social Story about going to the Library (or story time within the Library) to enable children with autism and children who experience anxiety to be more comfortable attending these places and events		X	X	X	Create Library Social Story in 18/19 and review every year	Library
A2.4.6	Support ASTI persons with disability to attend culturally safe and appropriate activities and/or events	Х	X	Х	Х	One activity and/or event designed for ASTI people with disability and/or that provided adjustments for people with disability to attend	Library

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Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.4.7	Host activities and/or events in the Library designed to support parents and care givers of children who have a disability		X	X	X	Three Library activities and/or events designed to support parents and care givers of children who have a disability to access the Library	Library
A2.4.8	Art Gallery and/or GeoCentre workshops and/or activities	Χ	Χ	Χ	Χ	Three workshops and/or activities for people with disability and/or that	Art Gallery
	provide adjustments enabling people with disability to attend					provided adjustments for people with disability to attend	GeoCentre
A2.4.9	Design a template to capture information about the accessibility features of Council parks, sporting and playgrounds (including fencing) in a standard format		X			Template for information on the accessibility features of Council parks, sporting and playgrounds completed	Corporate Services
A2.4.10	Document the accessibility features of Council parks, sporting and playgrounds (including fencing) and post these on all relevant websites		X	X	X	Minimum 25% completion each year	Open Spaces
A2.4.11	Review the template for accessible accommodation and encourage the use of photos to show the accessible bathroom features and any other accessibility features		X			Accessible accommodation template reviewed	Tourism
A2.4.12	Review the accessible accommodation guide annually, progressively incorporating enhanced information on accessible accommodation		X	Х	Х	Accessible accommodation guide is reviewed annually	Tourism

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
t r	Create a dedicated section on the Tourism website, annually reviewed, that holds enhanced information about accessible accommodation and activities		X	X	X	Council's tourism website has a section on accessible accommodation and activities, reviewed annually	Tourism

\$2.5 Improve	access to Council Administrative Co	entre and	Civic Ce	entre, and	d Visitor I	nformation Centre, including better way fir	ding		
Outcome #	Outcome	Strategy	Measur	es					
O2.5.1	Council Administrative Centre, Civic Centre and Visitor Information Centre have		ple using			e access features completed (lift; a lower ilability of hearing loop; and a meeting roo			
	improved access features	% of Civic Centre access features completed (lift; accessible toilet; hearing loop and area suitable for people who use wheelchairs)							
		Visitor Information Centre is accessible to visitors who use wheelchairs							
O2.5.2	Way finding in and around Council Administrative Centre, Civic Centre and Visitor Information Centre is inclusive of people with vision and/or hearing impairment, blindness and/or deafness	% of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre							
Action #	Action		Time	eline		Action Measure	Lead Team(s)		
		17/18	18/19	19/20	20/21				
A2.5.1	Ensure the Council Administrative Centre refurbishment considers provision for: a lift; a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy		X			% of Council Administrative Centre access features completed	Infrastructure		

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.5.2	Ensure the Civic Centre refurbishment considers provision for: a lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs		X			% of Civic Centre access features completed	Infrastucture
A2.5.3	Ensure the Visitor Information Centre is accessible to visitors who use wheelchairs			X		Service at Visitor Information Centre is accessible for people in wheelchairs	Infrastructure Visitor Information Centre
A2.5.4	Install appropriate way finding, suitable for guests who may be vision or hearing impaired; blind and/or deaf, in Council Administrative Centre, Civic Centre and Visitor Information Centre				X	% of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre.	Infrastructure

\$2.6 Encourage, support and promote accessible businesses and tourism in Broken Hill								
Outcome #	Outcome	Strategy Measures						
O2.6.1	Businesses and tourist attractions in Broken Hill have greater awareness of the economic benefits of developing accessible and ageing friendly places and activities	Support information updates on the benefits of accessible and ageing friendly businesses a activities						
		Number of media articles provided on the economic benefits of accessible and ageing friendly businesses and activities						
		Representation to organisers of business awards made to have an Accessibility and Inclusion Award category						
		Inclusion of accessibility features of tourism properties in visitor information materials						

Action #	Action	Timeline				Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A2.6.1	Support the promotion of the economic benefits of accessible and ageing friendly businesses and activities via information updates to businesses		X	X	X	Number of information updates supported on the economic benefits of accessible and ageing friendly businesses and activities	Economic Development
A2.6.2	Promote the economic benefits of accessible and ageing friendly businesses and activities in a variety of media	X	X	X	X	Number of media articles and/or information updates provided on the economic benefits of accessible and ageing friendly businesses and activities	Communications and Community Engagement
A2.6.3	Encourage and support the organisers of Business Awards to include an Accessible and Inclusive Business Award in their award categories		X	X	Х	Representation made to organisers of business awards to have an Accessible and Inclusive Business Award category	Economic Development
A2.6.4	Promote the accessibility features of tourism properties			X	Х	Inclusion of accessibility features of tourism properties in visitor information materials	Economic Development Tourism

## FOCUS AREA 3: SYSTEMS AND PROCESSES

**Community Outcome 3:** People with disability can more easily and efficiently access Council services and become engaged in the decision making of Council.

## What the Community Told Us

- Council processes for consulting with the community need to be more inclusive, so that all
  views are taken into consideration.
- Some of the systems in Council need to change a little so that people with disability can
  access these without the need for a family member or friend supporting them. Some
  examples include voting in Council elections, participating in Council meetings, registering a
  pet, or making a complaint to Council.
- Pedestrian Access and Mobility Plans and planning for public toilets are issues that affect people with disability perhaps more than other people. Can Council be more active in seeking the input of people with disabilities on these issues?

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

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Outcome #	Outcome	Strategy Measures							
O3.1.1	Written information produced by Council is easier to read both in form and content	Guidelines/Checklist completed							
O3.1.2	People with disabilities can request information in alternative formats and are presented with options to better meet their communication needs	Guidelines or procedure on providing alternative format materials or other communication options completed							
Action #	Action	Timeline				Action Measure	Lead Team(s)		
		17/18	18/19	19/20	20/21				
A3.1.1	Develop guidelines and/or checklists for staff to author web accessible documents			X		Guidelines/Checklist for producing web accessible documentation completed and reviewed annually	Communications and Community Engagement		
							Corporate Services		
A3.1.2	Develop guidelines or procedure(s) to produce documentation in alternative formats including providing options that enable timely and cost effective communication to occur		Х			Guidelines or procedures on providing alternative format materials or other communication options completed and reviewed annually	Corporate Services		

3.2 Progressi	vely improve accessibility of Council	websites	;								
Outcome #	Outcome	Strategy	/ Measur	es							
O3.2.1	People with disability have greater access to information via Council websites	Business	% of audit of Council websites against WAG 2.0 completed  Business case with estimate of costs for updating vs replacing Council website to WAG 2.0 AA standard completed								
		Counci	website	has a po		ribing the website accessibility features (re	.,				
				on and Co Hill (reviev		rebsites have sections on accessibility feat pally)	ures for getting				
Action #	Action		Time	eline		Action Measure	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A3.2.1	Undertake an audit of Council's websites and intranet against WAG 2.0 standards	X				100% audit of Council websites against WAG 2.0 completed	Communications and Community Engagement Information				
							Services				
A3.2.2	Ensure contact details for the National Relay Service and how to access or request alternative format documents is provided on the contact and accessibility pages on Council's website			X		100% Contact and accessibility pages updated	Communications and Community Engagement				
A3.2.3	Develop a business case with estimates of costs for updating vs replacing the Council website to WAG 2.0 AA standard	X				Business case and estimate of costs for updating vs replacing the Council website to WAG 2.0 AA standard presented to management for approval.	Communications and Community Engagement				
A3.2.4	Create an Accessibility page on Council's website describing the accessibility features of the site		X			Council website has a page describing the website accessibility features (reviewed annually)	Communications and Community Engagement				

Action #	Action	Timeline				Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A3.2.5	Create an Accessibility page on the Tourism and Council's websites describing the accessibility features for getting around Broken Hill			X	X	Tourism and Council's websites have sections on accessibility features for getting around Broken Hill (reviewed annually)	Communications and Community Engagement Tourism

Outcome #	Outcome	Strategy Measures							
O3.3.1	Council contracts increasingly specify delivery of accessible and inclusive goods, programs and services by third parties or contractors	List of Council contracts that have Inclusion requirements or clauses							
Action #	Action		Time	eline		Action Measure Lead Te	Lead Team(s)		
		17/18	18/19	19/20	20/21				
A3.3.1	Source or develop guidelines for incorporating accessibility and inclusion considerations in		X			List of Council contracts that have inclusion requirements or clauses	Finance		

	S3.4 Review the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their improve representation of people with disability and the people with the									
Outcome #	Outcome	Strategy Measures								
O3.4.1	People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans	% Community Engagement Strategy (Round Table or equivalent body) processes reviewed to enable input by people with disability								

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A3.4.1	Develop surveys (including easy read surveys) to distribute at the International Day of People with Disabilities events, and provided			X		Results of survey provided to the Round Table or equivalent body and incorporated into CSP progress reports	Communications and Community Engagement
	to all NDIA registered service providers operating in Broken Hill,						GMs Office
	asking key questions about the satisfaction with Community Strategic Plan (CSP) progress						Corporate Services (support)
A3.4.2	Recruit and/or invite people with disabilities to the Round Table or equivalent body and enable	×	X	X	25% Community Engagement processes reviewed to enable input by persons with a disability on the Round Table or	Communications and Community Engagement	
	their active participation by way of Accessible Meeting Guidelines					equivalent body	GMs Office
							Corporate Services (support)
					X	Representation of people with disability is achieved on the Round Table or equivalent body by 20/21	GMs Office

	S3.5 Review reference groups, or advisory bodies relating to PAMP; Traffic Safety; Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people with disability								
Outcome #	Outcome	Strategy Measures							
O3.5.1	represented on reference groups	Copy of minutes for the LEMC documenting discussion for how the LEMP includes considerations for accessibility							
	and/or advisory bodies relating to the PAMP; Traffic Safety; Flood/Emergency Evacuation Plans and Council Building refurbishment plans	One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre							

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Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	7/18 18/19 19/20	19/20	20/21		
A3.5.1	Discuss with Local Emergency Management Committee how the Local Emergency Management Plan (LEMP) has accommodated for the needs of people with a disability for various emergency scenarios and advocate for consultation with people with disability around the LEMP		X			Copy of minutes for the LEMC documenting discussion for how the LEMP includes considerations for accessibility Copy of updated LEMP (where applicable) is provided on Council's website.	Infrastructure
A3.5.2	Ensure consultation with people with disability to provide input on the suggested access features for the Council Administrative Centre and the Civic Centre	X				One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre	Infrastructure

S3.6 Ensure C	S3.6 Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability										
Outcome #	Outcome	Strategy	Strategy Measures								
O3.6.1	Council's emergency evacuation procedures address the specific needs of people with disability	% of evacuation procedures reviewed to address the evacuation needs of persons with disability									
Action #	Action	Timeline			Action Measure	Lead Team(s)					
		17/18	18/19	19/20	20/21						
A3.6.1	Review emergency evacuation procedures for all Council buildings to address the needs of people with disability	X				100% evacuation procedures reviewed to address the evacuation needs of persons with disability	Corporate Risk				

Outcome #	Outcome	Strategy Measures								
O3.7.1	Council services can be accessed more independently by people with disability	Number of procedures relating to accessing Council services reviewed for the purpose of improving accessibility								
Action #	Action	Timeline				Action Measure	Lead Team(s)			
		17/18	18/19	19/20	20/21					
A3.7.1	Review the policy and procedures for handling complaints to ensure better access for people with disability	X				Policy and procedure reviewed, approved and adopted	Corporate Services			
A3.7.2	Review the procedures for handling customer service requests to ensure better access for people with disability	Х	X	Х	Х	Number of procedures relating to accessing Council services reviewed for the purpose of improving accessibility	Corporate Services			

# FOCUS AREA 4: EMPLOYMENT

**Community Outcome 4:** People with disability have greater access to employment opportunities with Council.

#### What the Community Told Us

- People with disability would appreciate the opportunity to contribute to Council and Broken Hill by being employed with Council.
- People with disability are concerned about how information about their disability status is considered in the recruitment process.

The tables to follow provide strategies to help Council meet our goals along with measures to help ensure we are on the right path.

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\$4.1 Review (	Council recruitment and employmen	t proces:	ses to ens	ure they	provide	fair and barrier free opportunity to candido	ates who have a				
Outcome #	Outcome	Strategy	/ Measur	es							
O4.1.1	Council has access to resources supporting best practice with regards to recruiting people with disability	Membe	Membership of the Australian Network on Disability (renewed annually)								
O4.1.2	Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability	Number and list of recruitment and employment related policies/procedures amended in line with Australian Network on Disability guidelines and samples									
Action #	Action	Timeline				Action Measure Lead	Lead Team(s)				
		17/18	18/19	19/20	20/21						
A4.1.1	Join the Australian Network on Disability to access resources that will support Council to become a more inclusive employer	X	X	X	X	Membership of the Australian Network on Disability (renewed annually)	Human Resources				
A4.1.2	Access and implement the free resources from the Australian Network on Disability, specifically:  • Sharing and monitoring disability information in the workplace; and  • Employers' Guide to Partnering with Disability Employment Services	X	X	X	X	25% of recruitment or employment related policies/procedures reviewed, and/or amended if required in line with Australian Network on Disability guidelines and samples	Human Resources				
A4.1.3	Purchase the Australian Network on Disability resource "Manager's Guide: Disability in the Workplace" and update Council's policies in line with best practice examples provided	X			X	Guide is purchased and distributed to managers 100% employment related policies/procedures reviewed, and/or amended if required	Human Resources				

Action #	Action		Time	eline		Action Measure	Lead Team(s)
		17/18	18/19	19/20	20/21		
A4.1.4	Ensure employment processes and budget is developed to assess and/or implement appropriate and reasonable adjustment	X	X	X	X	Number of employment processes approved	Human Resources
						Budget is approved each year	Information Services
A4.1.5	Strategy to ensure that Council's	X				Request for Quotation includes consideration for inclusion	Human Resources
	commitment to inclusion is considered including reasonable adjustment and use of assisted technology					Consultation with internal reference groups is undertaken IT strategy adopted	Information Services

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Disability Inclusion Action Plan 2017-2021

April 2017 TRIM 16/82

#### **Terms of Reference**

# **Disability Inclusion Action Plan Monitoring Group**

#### Purpose:

The purpose of the Disability Inclusion Action Plan (DIAP) Monitoring Group is to provide a forum for relevant stakeholders and representatives to monitor the progress of Council's four year programme to achieve the requirements of the *NSW Disability Inclusion Act 2014* and its four policy areas called 'Focus Areas,' which were identified by people with disability as being areas where significant barriers to inclusion currently exist:

- 1. Attitudes and behaviour toward people with disability
- 2. Creating liveable communities
- 3. Supporting access to meaningful employment
- 4. Improving access to mainstream services through better systems and processes.

And through monitoring, ensuring:

- Accessible services are available into the future
- · Improvement in accessibility to Council facilities and services
- Barriers to an inclusive community are identified and plans in place to address barriers
- Council information is accessible to all groups in the community
- A broad section of the community has the opportunity for input into the planning process
- Effective communication between relevant stakeholders and promotion of inclusive consultation processes.

#### **Objectives:**

- 1. Monitoring of the progress of Council's DIAP by sharing information and experience on access issues and barriers.
- 2. Aligning monitoring with Council's reporting framework under the Integrated Planning and Reporting Guidelines for local governments in NSW.

### Representatives:

The Disability Inclusion Action Plan Monitoring Group will consist primarily of the following representatives:

- Councillors as determined by Council
- Council department representatives Planning, Infrastructure, Events, Media, HR and Corporate Services
- Health Services reps x 2
- Pensioners Association
- Blind and Vision Impaired Association
- Hearing Services
- National Disability Agency representative
- NDIS Local Strategy Group
- Community representatives x 3

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# Term of the DIAP Monitoring Group

The term of Group members will be two years with nominations called for a further two years to align with the current term of Council.

# Meeting Schedule:

Meetings will align with the reporting time table of Council's Delivery and Operational Plan reporting framework which is six monthly.

Meetings will be convened as required to achieve the relevant level of input to the process with minimum of two meeting per year.

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#### ORDINARY MEETING OF THE COUNCIL

April 13, 2017

# ITEM 6

# BROKEN HILL CITY COUNCIL REPORT NO. 68/17

<u>SUBJECT:</u> <u>WORKFORCE MANAGEMENT PLAN - REPORT - 2017</u> <u>16/160</u>

# **Recommendation**

- 1. That Broken Hill City Council Report No. 68/17 dated April 13, 2017, be received.
- 2. That Council endorse the Draft Workforce Management Plan report 2017 for consultation and public exhibition for a period of 28 days.
- 3. That Council receive a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising.

# **Executive Summary:**

Based on reporting guidelines published by the Office of Local Government (OLG), Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Plans, Workforce Strategy) are to be reviewed and updated within 9 months of a new Council being elected; in line with the Draft Community Strategic Plan 2033 (CSP) and Draft Delivery Program 2017-2020 (DP) update and review.

The Workforce Management Plan (WMP) - Report (2017) was drafted concurrently with the strategic documents listed above and the development of Council's first Disability Inclusion Action Plan (DIAP).

Internal consultation undertaken for the development of all these plans has informed the drafting of the WMP document, along with a desktop review to identify changes within the industry and organisation. The desktop review indicated that all elements of the Workforce Plan 2015-2020, with the exception of the Community Profile which await release of Census data, remain valid.

Improvements in budgeting for capacity building were also identified and incorporated into the Draft Operational Plan Financial Year 2018. The Draft Operational Plan is to be received at Council's Ordinary Meeting of April 2017.

The Draft Workforce Plan - Report (2017) demonstrates Council is progressively addressing the challenges and opportunities outlined in the primary and original plan (Workforce Management Plan 2015-2020) and is working towards achieving the workforce strategies developed to address these.

# Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*). There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money, assets and people to carry out

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actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 3-9 months of a new Council being elected and updated in line with the broader consultation and review of CSP and DP. Both of these strategic documents will be presented to Council at its April 2017 Council meeting.

The purpose of developing a Workforce Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Strategy will provide a framework for dealing with resourcing challenges in a consistent way. The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Plan 2015-2020 on 25 November 2015 (Minute No 45127). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Plan 2010-2014) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies. At the time this 2015 review was undertaken, relevant data from the Australian Bureau of Statistics and Census 2011 was utilised. Council also resolved upon a 5 year term of the plan.

The processes undertaken to develop the Draft Workforce Management Plan - Report (2017) included formal consultation internally, through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2017 (CSP), Draft Delivery Program 2017-2020 (DP) and Draft Disability Inclusion Action Plan 2017-2020 (DIAP).

During these consultation processes no material changes based on the CSP or DP were identified for inclusion in the Workforce Management Plan - Report (2017).

The alignment of the DIAP with our Workforce Management Plan - Report (2017) resulted in an update to Workforce Strategy 4 with 'inclusiveness' added to the description. This strategy now reads:

# Workforce Strategy 4

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.

As the original and primary plan is only 16 months old, Council undertook a desktop review, rather than a complete re-analysis and compilation of a new plan. The desktop review informed updates in the industry and organisation areas of the report.

The Challenges and Opportunities section of the report was reviewed and comments provided to communicate any changes or progress. The only section not reviewed or included in this report is an update to the Community Profile as Australian Census 2016 data will not be readily available until June 2017.

Capacity building is a primary objective of the Workforce Management Plan – Report (2017). The desk top review identified additional budget provision would be required and were submitted in the operational budget within the Draft Operational Plan FY 2018.

# **Strategic Direction:**

Key Direction: 4 Our Leadership

Objective: 4.2 Our Leaders make smart decisions

Function: Corporate Support

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DP Action:

4.2.3 Our leaders are aware of emerging issues and new information

in order to respond appropriately

# **Relevant Legislation:**

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;

Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW March 2013, Department of Premier and Cabinet, Division of Local Government

# **Financial Implications:**

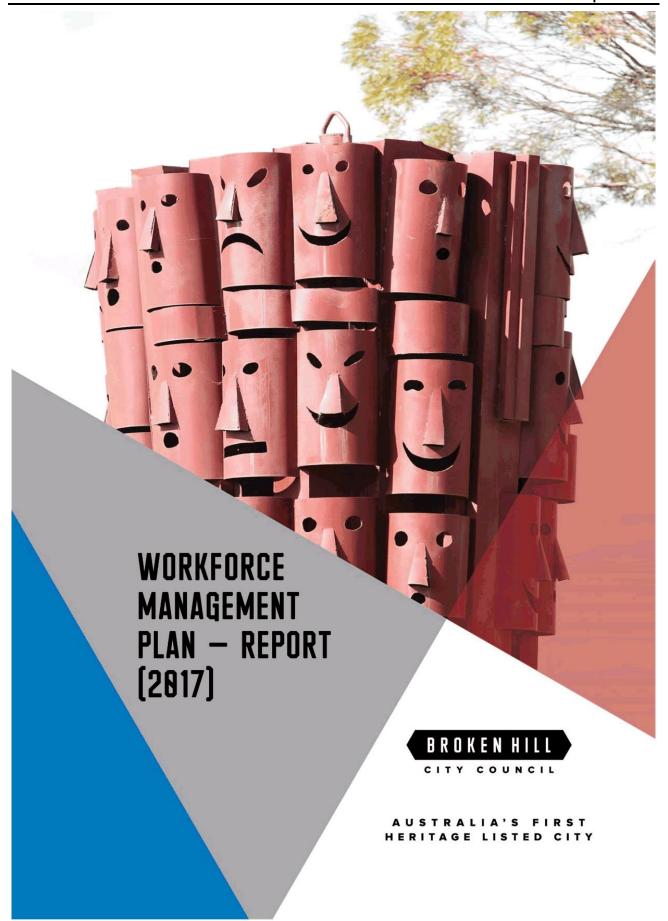
The Workforce Management Plan Strategies are to be considered in line with the Long Term Financial Plan and annual Operational Plans

# **Attachments**

1. Upper Draft Workforce Management Plan - Report 2017

RAZIJA NU'MAN CORPORATE RESPONSIBILITY OFFICER

<u>JAMES RONCON</u> <u>GENERAL MANAGER</u>



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#### **Privacy Statement**

The Broken Hill City Council (Council) is collecting information to inform policy decisions in relation to the preparation of the Broken Hill City Council Workforce Management Report 2017 and personal information received will be used only for that purpose. The Council will receive comments and submissions, as well as collect and store information, in accordance with the Privacy Act 1988 (Commonwealth).

#### Adopted 25/11/2015

This Plan was compiled by Broken Hill City Council.

Images were sourced from Council's image library.

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# **Quality Control**

Key Direction:	4 Our Leadership							
Objective:	4.2 Our leaders make smart decisions							
Function:	Corpor	Corporate Support						
Strategy:		<b>4.2.3</b> Our leaders are aware of emerging issues and new information in order to respond appropriately						
File Reference No:	11/89		TRIM No:	D15/19483				
Responsible Officer:	Genero	General Manager						
Review Date:	2019							
Date		Action		Minute No.				
November 25 2016		Workforce Management Plan Adopted		45127				
April 2017		Workforce Management Plan Report drafted		ort				

Draft Workforce Management Plan – Report (2017)

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Draft Workforce Management Plan – Report (2017)

# INTRODUCTION

Ensuring Council has the right people with the right skills at the right time to achieve our vision, mission and organisational goals.

# PURPOSE OF WORKFORCE STRATEGY

Council is required to develop a Resourcing Strategy as part of its commitment to Integrated Planning and Reporting Framework legislation (Local Government Act 1993).

There are three main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Strategy.

The purpose of developing a Workforce Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future.

# **WORKFORCE MANAGEMENT REPORT**

Council's Workforce Management Plan 2015-2020 was adopted by Council on 25 November 2015 (Minute No 45127).

Council is required to monitor its Workforce Management Plan regularly and undertake a review within nine months of Council elections.

This Workforce Management Plan – Report (2017) has been reviewed in conjunction with the broader review of the city's Community Strategic Plan and Council's Delivery Program. This report provides a summary of the progression so far for our Workforce Management Plan 2015-2020 and our successes.





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# **OBJECTIVES**

The objectives of our Workforce Strategy are to:

- Develop an efficient organisation that has the capacity to provide valued services to our Community.
- Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.
- Focus our organisation on seeking innovative and more effective use of technology to support us to be a leader within our industry, and be more adaptable to future challenges.
- Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that is inclusive and supports achievement, greater employee satisfaction, collaboration and trust

# PROCESS OF REVIEW FOR 2017

The current process undertaken to review the Workforce Management Plan 2015-2020 has been:

- Participation within consultation sessions for the review and development of the Community Strategic Plan 2033 to gauge alignment for current and future strategic objectives and service delivery.
- Participation within consultation sessions for the review and development of the Delivery Program 2017-2020 to gauge alignment with desired organisational outcomes.
- Participation within consultation sessions for the review and development of the Disability Inclusion Action Plan (2017-2021) to gauge alignment with the Disability Inclusion Act (NSW) 2014.
- Formal and informal discussion with Council's Executive Leadership Team regarding the workforce challenges facing Council and within their division.

 Informal consultation with employees including gaining information from focus groups, surveys and team meetings.

The future process to be undertaken is:

- Draft Workforce Management Plan Report 2017 tabled to April Council meeting.
- Public release of the Draft Workforce Development Plan Report 2017 to engage consultation with stakeholders including Union(s), government agencies and other professional bodies.
- Further formal and/or informal consultation with employees to ensure they feel their aspirations and needs are addressed.
- Opportunity for other stakeholders to provide submissions during the public consultation period

.Finalise Workforce Management Plan Report 2017 for adoption by Council at June 2017 meeting.

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# **HOW TO READ THIS REPORT**

Use the following key to assist you to read this report and inform you on the progress Council is making towards achieving the desired outcomes of the Workforce Management Plan (2015-2020).



Industry Context – Links between the Broken Hill City Council Workforce Management Plan and the NSW Local Government Strategy will be marked with a blue cog symbol. The symbol represents synergies between the two documents.



Challenges for Council – Progress in addressing the challenges identified in the Workforce Management Plan 2015-2020 will be marked with either orange for neutral change or some progression, or blue for positive changes and more significant progression.



Workforce Strategies – Progress and achievements will be marked with either orange for neutral change or some progression, or blue for positive changes and more significant progression. **Red** indicates progression has stalled or minimal action has started on this strategy.

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# INDUSTRY CONTEXT

Over the last five years there has been greater emphasis on the importance of Workforce Planning for Local Government at a federal, state and local level. The National Local Government Workforce Strategy 2013-2020 ('the National Strategy') was designed to future proof the challenges faced by Councils, and to move the sector towards a more sustainable workforce.

In 2016 the NSW Local Government Workforce Strategy 2016-2020 (the NSW Strategy) was developed, adopting the broad vision of the National Strategy ensuring Local Government has the "workforce capability it requires for a productive, sustainable and inclusive future" and the "capacity to develop and use skills of its workforce to meet the needs and aspirations of its communities".i The need for a NSW Strategy was also identified during many stages of Local Government reform processes over the last three years.

To inform the development of the NSW Strategy extensive consultation was undertaken within Councils, Unions and other industry stakeholders by way of surveys, focus groups, telephone interviews and written submissions.

Research undertaken in November 2015 by Local Government NSW identified the greatest challenges facing Councils as:

- Ageing Workforce
- Uncertainty due to possible future Local Government reforms
- Skills shortage in professional areas
- Limitations in leadership capacity
- Gender imbalance in senior roles
- Lack of skills and experience in workforce planning
- Lack of workforce trend data
- · Difficulty recruiting staff
- Resistance to more flexible work practices
- Lack of cultural diversity. ."

The NSW Strategy has incorporated these concerns within its eight strategic themes.

In 2016 the Local Government industry body, LG NSW, funded a project to explore the option of a capability framework for the NSW Local Government industry. The project led to the clear conclusion that the development of a capability framework for the NSW Local Government sector was widely seen as meeting a need.ii

The capability framework will "define the core knowledge, skills and abilities required by elected members and employees in their different roles". It is anticipated that the final framework will interface with Award skill descriptors and underpin all aspects of workforce management, supported with interactive tools and materials.



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# CHALLENGES FOR COUNCIL

Analysis of the key challenges (or opportunities) facing Council were reported in November 2015. For this report we have reviewed the common themes for relevance today.

#### **EXTERNAL FORCES**

External forces (those outside Council's immediate control) and Internal Forces (which Council have a greater degree of control or influence over) are themes used as Council's driving force for change and inform the objectives for this Workforce



#### Revenue

Both rate pegging and cost shifting from other governments provide financial restrictions and burdens on Council particularly when subsequent funding is reduced or ceased (immediately or over time) after the impost or transfer of responsibility has occurred. As a result Council has to think of alternative or innovative ways to increase revenue. The Independent Pricing and Rating Tribunal (IPART) completed its review of the Local Government Rating System with the final report provided to the Minister to Local Government in December 2016. Council will consider this report upon its public release. Over the last 24 months Council has lobbied for the reintroduction of indexation of Financial Assistance Grants (FAG).



# Understanding our community's expectations

A lack of extensive service reviews meant we have a general or limited understanding of the community's expectations for services delivery and its value to the community. Council has started to review and develop its Communication and Engagement Framework and will commence Service Reviews from April 2017. Supporting the Service Review process is a thorough review of Council's Customer Service Framework; where "thinking like the customer" and the customer experience are being considered. Undertaking such reviews will assist Council to assess our current strengths or capacity gaps and respond to our customers' expectations effectively.



#### **Economic diversification**

Council needs to identify opportunities to gain revenue via alternative sources. Responding to this challenge may require specialised skills set and highlight staff capacity gaps beyond our operational ability to respond. Council's has a long term strategy to progressively apportion mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates. These increases are accounted for in the Operational Plan 2017/2018. Council is also considering strategies to review and increase fees and charges to ensure costs of services and facilities are indexed.



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# EXTERNAL FORCES CONT.



#### **Local Government Reform**

The Far West Initiative connects local councils, non-government organisations (NGOs) and key NSW and Australian government agencies to develop innovative solutions for the unique challenges faced by communities in Far West NSW.

The Far West Initiative brings together eight local councils: Balranald, Bourke, Brewarrina, Broken Hill, Central Darling, Cobar, Walgett and Wentworth with the Unincorporated Area, non-government organisations (NGOs) and key government agencies to develop solutions for the unique challenges faced by communities in Far West NSW. Of the 5 models initially proposed the preferred approach is a Statutory Body retaining local councils called a Regional Joint Organisation."





### **Funding**

With significant Commonwealth and/or State funding changes in the Community Services sector, Council undertook a review of its operating model(s) for aged and disability services, its capacity to offer services and employee capability. After careful consideration and planning Council opted to transition away from direct care aged and disability services. The transition to CareWest (now Livewell) as specialist provider was completed in September 2016.

Council still has the opportunity to consider bidding for additional Roads and Maritime Services (RMS) works as a way to increase revenue. Contract works represents an area where we can potentially grow our skill capacity, size of teams or continue to secure employment within the Infrastructure and Operations departments.

#### **Innovation in Services**



Council is under increasing pressure to identify different and more effective ways of providing valued services, and effectively and efficiently use of resources. This will require increased effort and focus on doing things differently, utilising creative problem solving and capitalising on the knowledge/ expertise of those leading our industry where we do not have the capacity ourselves to innovate.

FY 2017 and FY 2018 will see significant investment in innovation and technology within the city and organisation.



#### Labour Supply and Demand



As an organisation Council continues to review and develop a compelling story of the benefits of living, working and enjoying the unique lifestyle that Broken Hill and the Far West can offer potential employees. We want a workforce that is proud to be a champion for our city and is fully engaged in the organisation to deliver service excellence to the community.

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# INTERNAL FORCES



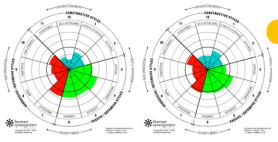
#### **Financial Position**

A higher emphasis on financial sustainability and capacity building will place greater emphasis on Council to seek best practice and undertake benchmarking to gauge performance. Council must develop short, medium and long term strategies to address its ongoing financial deficits whilst addressing capacity gaps. Council's ageing infrastructure and limited ability to co-contribute funds for grant projects means we need to have a strategic, targeted approach when responding to opportunities and challenges. Council considered a "whole of life costing" methodology for capital projects to ensure the operating budget reflect future years costs.



# Organisational Culture:

Our 2010 and 2015 Culture Surveys highlighted our security orientated culture creating challenges for effective workforce management as employees experience a fear of change, and are encouraged to work in ways that reinforce avoidance, dependency and conventional thinking. The 2015 results saw slight improvements in constructive behaviours of self-actualising and humanistic-encouraging, and decreases in approval, avoidance, oppositional and conventional thinking. Our culture must facilitate development of more effective teams and departments which will focus more on goal achievement, learning and collaboration rather than self-preservation.



2010 Culture Survey

2015 Culture Survey

Results of the Organisational Culture Inventory test and re-test.

### Technology:

Capacity gaps within the areas of technology, including access and utilisation, will require financial investment and structured training and development of resources.

Additional operational budget has been sought for technology based training to the value of 100,000 over the next three years (pending approval of the operational plan FY 2018).



#### **Leadership Capacity**

Building stable leadership capacity is challenging due to the nature of cyclical election processes each four year term for our Civic Leaders, the nature of Senior Executive appointments and career mobility of managers within the industry. It is critical for our organisation to secure leaders for their full terms to bring leadership stability to the organisation. By continuing to invest in developing effective leadership capacity we will be able to continue to provide service excellence for our community, ensure effective transfer of knowledge across the organisation, and support employees to be prepared (confident and competent) to accept and step up to face any challenges or changes that Council may face into the future.

Council is currently developing individual development plans for our Mayor and Councillors. Additional operational budget has been sought for employee leadership and management development to the value of 200,000 over the next three years (pending approval of the Operational Plan FY 2018).

### Workforce demographics

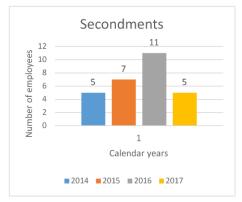
Council experienced increased turnover in FY 2014 and FY 2015 and began to reduce this during FY 2016. We have a largely mature workforce however we have not yet experienced large scale retirement pressure within our workforce. This may seem advantageous for ensuring continuity of service delivery, however key dependencies develop when this expertise is not deployed effectively or knowledge shared widely.

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# INTERNAL FORCES CONT

# Workforce demographics cont

A lean workforce does not provide operational flexibility or capacity for operating large scale work shadowing programs that would typically be utilised to ensure transfer of knowledge and skills. Over the last three years Council has placed increased emphasis on internal career mobility; providing existing employees the opportunity to gain new or deeper skills in crucial roles via higher duties and secondments.



Number of Secondments offered to internal staff over

Council will continually need to consider how it will attract and retain employees early in their careers as well as those in the forming or midway through their careers. One way would be to consider increased flexibility while maintaining operational efficiency.

# **Industrial Relations:**

Over the last 18 months Council has sought to foster greater relationships with our employees and their representatives to ensure we can enact our workforce plan for mutual benefit. There is more work required to develop workplace flexibility so that we can be more competitive and better able to respond to change.

# **Building professional capacity**

Council has progressed well in developing its financial management skills capacity and employed an Accounting Cadet in FY 2017 to maintain this focus. Building skills capacity in the areas of Asset Planning and Project Management are still in their infancy and require more time/ resources to embed.

Attracting and retaining professionals in a range of specialist fields is still a concern and will be monitored more closely through Council's Succession Planning Framework.

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# OUR WORKFORCE

Since November 2015, Council continues to undergo workforce changes summarised below.

# **NEW LEADERS**

On 4 April 2016 Council welcomed to the city its new General Manager, James Roncon. Having worked in both private and public sectors James brings a wealth of experience at executive leadership level and is known for his collaborative and community focus. Twelve months later Council confirmed the appointment of Brendan Smith to the position of Chief Operating Officer (previously titled Deputy General Manager). Brendan's mix of mining, construction and local government experience are huge assets to our leadership team and to Council as we build our capacity in Asset Planning and Project Management.



In November 2016 after consultation with the Council and employees, the General Manager, James Roncon, presented a revised Executive Leadership Team (ELT) structure. The structure took into consideration changes within the Local Government Act 1993 and proposed a more corporate model of governance for our Local Government. The changes also realigned strategic and operational functions of ELT reports with a view of getting greater synergy between areas of Council.



James Roncon



Brendan Smith



Andrea Roberts



Razija Nu'man

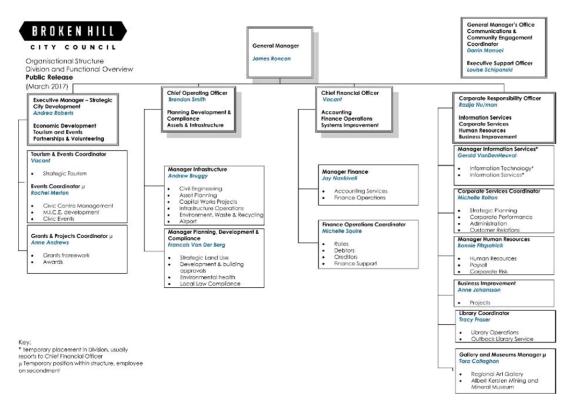


Darrin Manuel



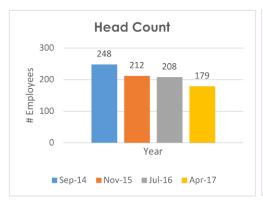
Jay Nankivell

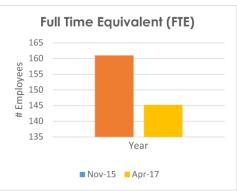
Page **12** of **31** 



# **DEMOGRAPHICS**

In September 2016 Council transitioned direct aged care and disability services to CareWest (now LiveBetter). This change accounts for the decrease in head count, full time equivalent (FTE) employees, and change in female gender ratio and part time employment status.



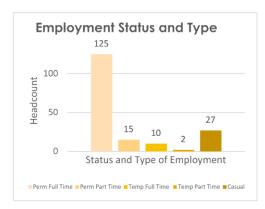


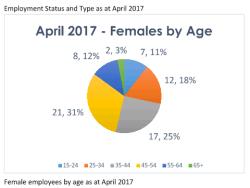
Headcount changes over time including casual employees. Full Time

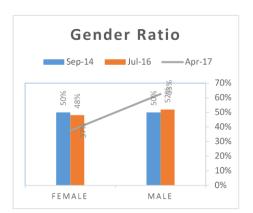
Equivalent Staff (FTE) excluding casuals

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# DEMOGRAPHICS CONT.







Gender Ratio



Male employees by age as at April 2017

# WORKFORCE PLAN STRATEGIES

The following strategies were adopted in 2015 and have been reviewed and updated as part of this report for relevance and importance.

# **WORKFORCE STRATEGY 1**

Develop an efficient organisation that has the capacity to provide valued services to our Community.



WS 1.1

Investigate the opportunities associated with shared services delivery that will build capacity and create efficiency.

- The Far West Initiative aims to improve outcomes for the people of the Far West by developing solutions for improved governance and service delivery in the region <sup>v</sup> The preferred model identified has been a Joint Regional Organisation however no final determination or action has been made.
- Results from the LG Professionals and PwC Australasian LG Performance Excellence Program FY 2016 (previously titled Management and Operational Effectiveness Program) are used to benchmark internal services within Councils in NSW. Council has been participating in this survey for the last three financial years.
- Informal conversations have been held between the General Managers of Broken Hill City Council and Central Darling Shire regarding capacity gaps across both Councils and potential functions that could benefit from shared service arrangements. Whist no decision have been made, the two Councils will continue to support each other where they can.

Councils Service Review Framework was adopted at its March 2017 meeting (Minute No 45499). Service reviews are a review of services designed to identify potential service delivery improvements. A service review can be used to improve efficiency and effectiveness, and will assists with decision making around options for shared services. Council will run a pilot program of seven services in



2017.

Council employee Sean Fargher, undergoes a simple processing mapping exercise in during Service Review training.

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# **WORKFORCE STRATEGY 1: CONT.**

Develop an efficient organisation that has the capacity to provide valued services to our Community.



WS 1.2 Ensure the organisational structure remains aligned to Council's Delivery Program objectives.

Having a sound resourcing strategy is important to ensure that we can deliver valued services to our community. Council is committed to reviewing all vacant and new positions to ensure their relevance now and into the future. Even though positions are budgeted for each year within Council's Operational Plan, Managers in partnership with the Human Resources team are expected to critically review positions and provide a business case for replacement or introduction of a new role. All positions are approved through Executive Leadership Team (ELT) and the General Manager.

Factors considered are:

- ✓ The benefit to the organisation
- Strategic, operational or compliance impact
- Current/future impact on service delivery
- ✓ Cost implication/ cost benefit
- ✓ Future opportunities for the position
- ✓ Alternatives considered
- Internal talent sources / skill development opportunity

100 % achieved



# WS 1.3 Ensure capacity to increase revenue generation through the use of internal or external resources.

- Since the announcement of Broken Hill as Australia's First Heritage Listed City and thanks to the 5.7 M donation from the BHP Foundation; three new fixed term contract positions have been created. These specialist roles have bought/ will bring valuable experience to the city and Council in focus areas of Museums, Arts and Archives.
- Council funded a Grants and Projects
  Coordinator position in FY 2017 and
  has extended this funding for FY 2017.
  The role organises funding applications
  to assist in achieving economic
  transformation and vibrancy, and will
  aggressively pursue Federal and State
  grants. This position has been filled
  internally via secondment; drawing on
  our employee's experience in private
  and public sectors in marketing and
  communications roles.



Dr Rachel Vincent – Living Museum Specialist assesses storage in the Council administration building

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# **WORKFORCE STRATEGY 1: CONT.**

Develop an efficient organisation that has the capacity to provide valued services to our Community.



WS 1.4 Resources are deployed efficiently and effectively to achieve organisational outcomes.

Service based organisations rely on the engagement and passion of its people. People also represent the largest expenditure area, and the most important productive asset, of every council."vi

- There are three main measures of efficiency for the organisation as described in the Australasian LG Performance Excellence Program:
  - o FTE per 1,000 residents
  - Remuneration as a percentage of operating expenses
  - Cost of overtime per FTE

Over the last financial year Council has improved its operational efficiency as demonstrated through the graph below



 "Span of Control" can be used to monitor management overhead and indicates layers of management, degree of autonomy and career development opportunities within an organisation. Based on Council's results from the Australasian LG Performance Excellence Program, we continue to outperform our peers in this measure which is based on our flatter management structure developed during the 2014 organisational restructure.



Broken Hill City Council results for span of control FY 2016.

Broken Hill City Council results for span of control FY 2016.

Metric	Council	FY14	FY 15	FY16	Change from FY15 to FY16
1. FTE per 1,000 residents	Broken Hill City Council NSW Survey Population	10.1	8.9	9.3	■ 0.0 ▲1.1
2. Remuneration as a percentage of operating expenses	Broken Hill City Council NSW Survey Population	48% 36%	<b>49%</b> 38%	37%	<b>▼</b> 3% <b>▼</b> 1%

Broken Hill City Council results for efficiency and effectiveness in the FY 2016, Australasian LG Performance

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Excellence Program 2016

# **WORKFORCE STRATEGY 1: CONT.**

Develop an efficient organisation that has the capacity to provide valued services to our Community.



WS 1.5 Build greater flexibility within our Award to ensure Council becomes competitive whilst maintaining job security.

Council's Award was ratified in the NSW Industrial Relations Commission on 15
December 2015. Council's initial log of claims sought to make more than 45
changes to clauses, terms and conditions and for the purpose of fixing errors within the document. 10 items were specifically designed to improve flexibility of which we achieved five outright or under grandfathered terms.



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# **WORKFORCE STRATEGY 2**

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.



# WS 2.1 Critical roles are identified and strategies developed to minimise risks to business continuity.

Council has 108 unique positions and has developed a model for identifying critical roles within the organisation based on their strategic and operational impact. In the first testing phase of the model, 13 positions have been identified in the top 10 ranking "Critical Roles." The first phase used the initial assumption that all employees have the potential to succeed at Council. The next phase of the models' development will see the "Critical Roles" methodology being verified by Executive Leadership Team before further consultation with employees.

Employees whom occupy critical roles will be assessed as high/low impact (performing in their role or not) and/or high/low potential (demonstrate strong leadership characteristics or not) to support the development of formal strategies to address attraction and/or retention factors, development requirements and individual succession plans.





# WS 2.2 Identify leadership pipeline through effective succession planning for senior leader positions.

- Off the 108 unique positions within Council, 32 are positions that would constitute the "leadership pipe line"; where at least one staff member is supervised. Such roles include some Senior Officer, Leading Hand, Team Leader, Coordinator, Manager and positions within the Executive Leadership Team.
- "Bench Strength" is one measure used for determining succession plan effectiveness. Council's definition of Bench Strength is the "percentage of positions within the organisation that have at least one identified successor who is ready to perform in the role". Council will start to measure Bench Strength in five criteria as part of its succession planning model:
  - 1. Ready Now
  - 2. Step In as Caretaker
  - 3. Ready within 12-24 months
  - 4. Ready in 2-4 years

5. Ready in 4 years.
The current Bench Strength during testing phase one of the succession planning model indicates that Council has a strong leadership pipeline potential. This result along with gender diversity within the leadership pipeline will be verified in the testing and trailing phases during FY 2018.



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# **WORKFORCE STRATEGY 2 CONT**

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.



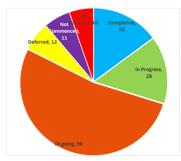
WS 2.3

Develop leadership capacity and accountability through a focus on operational performance, self directed, organisational or external learning opportunities

- Council has continued to invest in developing our leadership capacity over the last 16 months. We have provided one senior member the opportunity to participate in the LG Professionals Mentoring Program (a program that pairs mentorees with mentors within extensive LG expertise) and with Personal and Leadership effectiveness coaching (based on the Human Synergistic Lifestyles Inventory).
- In FY 2017 and FY 2018 members of the ELT will have the opportunity to undertake the Institute of Company Directors Course; to improve ELT's performance, support better Council governance and improve decision making.
- Also in FY 2017, two of Council's female management staff have commenced the Compass Program a transformational program targeted to increase leadership contribution. Council will assess the opportunity to expand the program across the organisation upon completion and assessment of its value to the organisation.
- Council has sought additional operational budget in the Operational Plan FY 2018 to develop more formal Leadership and Management programs targeting improved personal and professional effectiveness.

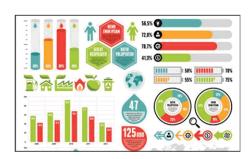
#### ORGANISATION SNAPSHOT

**DP Action KPI Status for Council** 



Delivery Program performance as at December 2016

 Council is currently investigating options for our planned "dashboard" system to support Council being more transparent with performance measures and achievements.



Sample dashboard

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#### **WORKFORCE STRATEGY 2 CONT**

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.



WS 2.4

Develop leadership and departmental collaboration through effective information sharing and decision making.

- Council's Executive Leadership Team (ELT) meet fortnightly to discuss strategic goals and resolve operational challenges.
- It is the expectation of the General Manager that leaders are communicating directly with their staff and encouraging two-way communication. All managers, supervisors, team leaders and leading hands are expected to meet regularly with their team and have a record of the meeting. The General Manager uses a "pulse test" when talking with employees to ensure that messages are received up and down the organisation.
- Recently Council has started cross departmental meetings to break down barriers / silos, build bridges in relationships and share priorities. This group will meet monthly on an informal basis.





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#### **WORKFORCE STRATEGY 2**

Develop effective leadership to focus on improved operational performance and support our workforce to achieve organisational goals.



WS 2.5

Leaders communicate the objectives, priorities and values of the organisation in a clear manner so employees understand expectations.

- Over the last 12 months Council has been utilising the vibrancy of new branding to provide a clear, coherent and integrated declaration of Council's organisational objectives, reinforce a unified commitment to improve service, and improve the reputation of Council.
- Council revised its vision, mission, values and identity at its February 14 2016 meeting (Minute No 45179)

#### **OUR VISION**

Broken Hill is a vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world

#### **OUR MISSION**

Council provides high quality services and leadership to enhance community living and facilitate a prosperous economy.

#### **OUR VALUES**

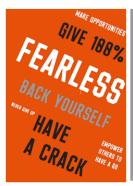
Corporate Values are used to demonstrate what an organisation stands for; the behaviours that are important for success and how we will treat each other. Values can be a crucial tactic used to lead a culture through change; being aspirational they identify also who we would like to become.

Employees and the community will continue to see changes to all documents and communication mechanisms over the next financial year as the branding is further integrated across Council.

# BROKEN HILL

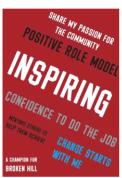
CITY COUNCIL

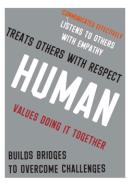
New corporate logo for Broken Hill City Council











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#### **WORKFORCE STRATEGY 3**

Seek innovative and more effective use of technology to support us to be a leader within our industry and be more adaptable to future challenges.



WS 3.1 Develop stronger relationships with our community, industry, government and other stakeholders to leverage opportunities to implement innovation.

- Council adopted the Smart
   Communities Framework at its February
   2017 meeting. The Framework was
   development by Telstra and
   Metamorph Consulting after
   consultation within Council and the
   Community. This strategic partnership,
   supported by grant funding from NSW
   Government Department of Industry,
   will start with the upgrade of audio
   visual equipment at the Broken Hill
   Civic Centre and with other pilot
   programs across the city including:
  - Free public Wi-Fi in Argent Street, Patton Street and Broken Hill Airport
  - Smart security options for Council owned assets and hotpots around the city e.g. lighting in Sturt park.

 Broken Hill City Council is leading the way in Local Government with the creation of this framework and has strategically positioned itself to seek Federal Government funding as part of the Digital Transformation Grants (a \$50M grant pool).





WS 3.2 Develop entrepreneurial capacity and creativity to enhance problem solving and improve decision making.

 Council has requested in its Operational Plan FY 2018 specific training budget to build capacity in creativity and problem solving.



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#### **WORKFORCE STRATEGY 3: CONT**



WS 3.3 Invest resources into improved utilisation and performance of existing technologies.

- Council has requested approximately \$120k budget in its Operational Plan FY 2018 for specific training to increase utilisation and performance of existing technologies.
- Council upgraded its Asset Planning modules within Civica in 2015 and has continued with its implementation during 2016. Civica has provided on site workshops and training for staff.
- Council has bought 3 additional modules for its Human Resources Information System (HRIS) to increase efficiency of payroll processing including Work Patterns , Online Leave and Online Timesheets. The upgrades and roll out will occur over the next 6 months.





WS 3.4 Communication channels are explored to engage with our customers, improve standards of service delivery, and better product experience.

- Council is currently developing its
   Communication and Engagement
   Strategy. The strategy will build upon
   Council's existing methodologies for
   undertaking community consultation
   including formal and informal methods,
   traditional and new social technologies to engage with our community.
- Council is currently reviewing and developing its Customer Service Framework designed to provide improved service delivery in a more consistent manner. This framework builds on strategies for Council to "think like our customer" in order for us to improve their experiences with us.
- Council will continue to invest more training budget into developing our employees, knowledge, skills and expertise in stakeholder engagement during the next 3 years.



















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#### **WORKFORCE STRATEGY 3**



#### WS 3.5 Invest resources into system analysis and process improvement.

- Council endorsed the Service Review Framework at its March 2017 meeting.
   The purpose of this framework is to establish a common approach to conducting service reviews and making recommendations for improvements.
- Due to the scale of the project where
   Council will review all services (60+) over a
   period of three years; Council has
   established a new fixed term position to
   support the Service Review project. This
   position has been filled internally via
   secondment providing a wonderful
   development opportunity for the successful
   applicant to utilise their current knowledge
   about Council Services and build project
   administration skills.
- Council has invested in RevuMap; an information system to support the documentation, analysis and reporting of each service review. Through RevuMap users are also able to document process maps efficiently.





#### **WORKFORCE STRATEGY 4:**

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that is inclusive, supports achievement, greater employee satisfaction, collaboration and trust.



WS 4.1 Engage employees to understand how their effort and performance achieves organisational outcomes and contributes to a better community.

- Council has made a concerted effort over the last 24 months to engage with our employees and provide them with information on the strategic imperatives of Council and the operational objectives that are required to meet these. Council continues to have annual skills progression and performance discussions with employees.
- During Council's restructure all positions were reviewed and re-written to better outline the position purpose, outcomes and duties required to be performed. The position descriptions also provided standards across all Council positions, in terms of commitment to customer service and leadership and/or team work. Managers and employees were engaged in this process via Council's Workplace Consultation Committee.
- Most recently during the development of the Community Strategic Plan, Delivery Plan and Disability Inclusion Action Plan; a significant proportion of employees were invited to attend workshops to inform the review process and the setting of new objectives, measures and accountabilities.
- Team managers and their staff will be leading the process of Service Reviews in their departments; reinforcing the knowledge and understanding of who their customers are (internal/ external) and how their position, work or team effort contributes to departmental outcomes. The team will also participate in benchmarking and develop volumetrics and measures of success.



# WS 4.2 Develop effective systems for employee communication, giving and receiving feedback and consultation within our organisation.

- Council utilises formal and informal methods of consultation with employees; including focus groups, workshops, surveys, individual meetings.
- Council's Workplace Consultative Committee meet monthly on issues relating to job design, training, and workplace health and safety.
- Council's General Manager introduced informal Focus Groups last year.
   Supporting our value of being "Open" the focus groups were framed around
- "No Bull Upfront" which has been working well, with direct and honest feedback being received. Over 10 group sessions have been held, with approximately one third of the workforce registering to attend. Topics regarding the restructure, internal communication and "thinking like the customer" have been discussed.
- The General Manager reintroduced GM forums (information sessions post Council meetings) as one of the outcomes from the Focus Groups.

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#### **WORKFORCE STRATEGY 4: CONT**

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.



# WS 4.3 Employees are motivated to continually improve themselves for our organisation.

- Results from our last Culture Survey (2015) indicated that employees ranked "their department motivates them to do their best work as a 4 (to a great extent).
- Building and Surveying Cadet (Trainee), Andrew Schultz appointed in January 2012 and after completed studies was successful in being appointed to the new position of Building Surveyor A3-A4 in August 2015.
- Accounting Cadet (Trainee), Nikita MacMurray was appointed in March 2015. Nikita was successful in being promoted to the new role of Assistant Management Accountant in September 2016. Nikita demonstrated her potential through exceptional results whilst undertaking mostly full time study and full time work.
- James Druitt; Asset Planner –
   Transport was successful in being promoted to this position in February 2016. As part of James's development he will undertake a Certificate IV Civil Construction Design.
- Council appointed a new Building and Compliance Officer (Cadet/Trainee); Jackson Ruddock in May 2016. Jackson received A4 Accreditation with the Building Professionals Board in 2017.
- Council appointed a new Apprentice Mechanic; Chase Brealey in May 2016. This was the first apprentice employed direct with Council since 2007. Chase has also undertaken certificates in welding at

- his own initiative to be able to support Council's Boilermaker in the field.
- Council appointed Accounting Cadet, Bradley Simms, and Trainee Horticulturalist, Sean Power in in February 2017.



Andrew Schultz



Nikita MacMurray



James Druitt



Jackson Ruddock



Bradley Sims

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#### **WORKFORCE STRATEGY 4 CONT**

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.



WS 4.3 Employees are motivated to continually improve themselves for our organisation.

In addition to our cadets/trainees and apprenticeships, Council staff have the opportunity
to undertake supported or self-study in tertiary studies related to their current role or future
career roles. Six current employees have completed or are undertaking Certificate IV or
Diploma level qualifications since 2015.









Anthony Robinson

Georgina Falkner

Penny Robinson

Fallon Lawn



WS 4.4 Ensure employees are recognised for their individual contribution to the organisation and community.

- In November 2016, Council's received the Resource Recovery Award; based on upgrades to the Waste Management Facility to include the Community Recycling Centre.
- Council reintroduced Recognition of Service Awards in December 2016 after a two year
  hiatus and in consultation with employees. Being recognised for their contribution to Council
  was seen as highly valued by our staff. Council also introduced a new category to the
  Service Awards for 10 years of Service.



Council's Environment, Waste and Recycling Specialist – Libby Guest



Recognition of Service Awards - 2016

### **WORKFORCE STRATEGY 4 CONT.**

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.



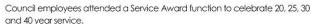
WS 4.4

Ensure employees are recognised for their individual contribution to the organisation and community.





David Gray receives 10 Year Service Award









Troy Scott - Mechanic - received his 10 year service award.

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#### **WORKFORCE STRATEGY 4 CONT.**

Develop an organisational culture that is more effective and agile; enabling our human resources to operate in an environment that supports achievement, greater employee satisfaction, collaboration, trust and inclusiveness.



#### WS 4.5 Promote the health and wellbeing of all people.

 In December 2015, Council was successful in being awarded a \$10,000 incentive payment from its Workers Compensation Insurer for its Injury Management Self Audit performance. This incentive payment will be utilised to support Council in preventing workplace injuries.



#### WS 4.6 Promote an organisation that is inclusive for all.

- Council's Disability Inclusion Action Plan (DIAP) sets out the vision of Broken Hill City Council, which is to engage people with disability, their families and supporters, to join with us to improve opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.
- Building awareness regarding attitudes and behaviours that support inclusion is one of the main focal points for Council's staff over the four year term of the plan.



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# REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW 2012
- Future direction for NSW Local Government Twenty Essential Steps
- National Local Government Workforce Strategy 2013-2020
- The Australian Local Government Workforce and Employment Census
- Division of Local Government Workforce Planning
- Workforce Planning A Guide for NSW Public Sector Agencies
- Local Government Act 1993
- Local Government (General) Regulation 2005
- Broken Hill City Council Consent Award
- Future Focus 2013 National Workforce Development Strategy
- Broken Hill Community Strategic Plan 2014
- Broken Hill City Council Delivery Program 2014
- Local Government NSW Cost Shifting Survey F2012/2013
- Rate-pegging in NSW Centre for Local Government 2008
- Annual Report 2015/2016
- NSW Local Government Workforce Strategy 2016-2020.
- Grisard Consulting Exploring options for a NSW Local Government Capability Framework. Summary report November 2016.
- www.lgnsw.nsw.org.au/key-initiatives/capability-framework
- The Far West Initiative Consultation Paper: Improving outcomes for the people of Far Western NSW – August 2016
- LG Professionals and PwC Australasian LG Performance Excellence Program FY2016 (previously titled Management and Operational Effectiveness Program

WORKFORCE MANAGEMENT PLAN 2015-2020

#### ORDINARY MEETING OF THE COUNCIL

April 13, 2017

#### ITEM 7

#### BROKEN HILL CITY COUNCIL REPORT NO. 69/17

SUBJECT: DRAFT LONG TERM FINANCIAL PLAN 2018-2027 16/157

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 69/17 dated April 13, 2017, be received.
- 2. That Council endorse the Draft Long Term Financial Plan 2018-2027 for public exhibition.
- 3. That that Draft Long Term Financial Plan 2018-2027 be placed on public display for 28 days in accordance with legislation.

#### **Executive Summary:**

Broken Hill City Council faces a number of challenges in terms of financial sustainability.

Population decline is a major driver of this challenge as it puts pressure on the affordability of services by the ratepayers. In the 1950's, Broken Hill had a population of over 35,000 and a strong economic profile due to the mining industry. Today our population is projected to be approximately 19,000. Approximately 1,500 unoccupied houses exist within Broken Hill, and with it, public infrastructure still exists to cater for this absent population. Our population has declined, and whilst some changes have occurred over the years, essentially we are still trying to maintain our assets at the same level.

Our lack of funding to do this has meant our public infrastructure has not been adequately maintained or renewed and Council previously did not have the funding to address this issue. In this year's review of the Long Term Financial Plan, a focus on asset renewals has been planned. It is forecast that asset renewals will be maintained at a rate equal to or greater than 110% of asset consumption throughout the review period. This is a significant step forward for Council's financial and asset sustainability as it begins to ensure that quality infrastructure is maintained and available for future generations.

To assist in this plan of urgent asset renewal and maintenance on neglected assets. Council has built in a \$10m loan into the Long Term Financial Plan. This is an opportunity of this generation to lock in record low fixed interest rates for a period of twenty (20) years. The intention of this loan will be to draw down annually over the life of the loan to focus on much needed asset renewals within the community such as footpaths and parks. Council not only has the capacity to facilitate the loan, but will reap the benefits of additional cash reserves as investment rates begin to exceed the fixed borrowing rates in future years.

Council achieved an operating surplus before capital grants and contributions in 2015/2016, this was the first time Council had achieved an operating surplus before capital in this millennia. This was a result of strong decisions and hard work in achieving the outcomes and strategies in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council's long term financial

sustainability and the break-even point is achieved in 2022/2023 as well as maintaining a healthy cash reserve. If the strategies put in place in the Balanced Scenario are not achieved and Council goes back to delivering services without finding efficiencies and increasing revenue, essentially the 'Business of Old', Council would be projected to be out of cash by 2024/2025.

There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn or cessation in the local mining industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As Treasury Corporation and the Office of Local Government have highlighted in previous reports, this strategy is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessation, as well as preparing Council and the community for the end of mine life.

#### Key points Included in the Proposed Long Term Financial Plan

- Surplus projected for 2023
- asset renewals projected at a rate greater than 110% over the planning period
- expectation of continued efficiencies
- record low fixed interest borrowing of \$10m included for additional infrastructure renewal
- sustainable expenditure increases in line with revenue increases

#### Report:

A Long Term Financial Plan is one of the three key Resourcing Strategies required by the NSW Integrated Planning & Reporting legislation.

Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan.

A long term financial plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It also:

- establishes greater transparency and accountability of council to the community;
- provides an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provides a mechanism to
  - solve financial problems as a whole;
  - o see how various plans fit together
  - o understand the impact of some decisions on other plans or strategies;
- provides a means of measuring council's success in implementing strategies; and,
- confirms that council can remain financially sustainable in the longer term.

#### The Long Term Financial Plan includes:

- projected income and expenditure
- balance sheet
- · cash flow statement
- planning assumptions used to develop the plan
- sensitivity analysis highlight factors most likely to affect the plan
- financial modelling for different scenarios
- methods of monitoring financial performance

The Long Term Financial Plan contains a core set of assumptions. These assumptions are based on Consumer Price Index forecasts, interest rate expectations, employee award increases, loan repayment schedules, other special income and costs.

On 25 June 2014, Council endorsed a Balanced Scenario Long Term Financial Plan to ensure financial sustainability and strengthen Council to serve the community of Broken Hill into the future. This plan has been reviewed and now covers the period 2018/2027. The plan recognises Council's current and future financial capacity, to continue delivering quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during this period. The LTFP is therefore closely monitored, and regularly revised, to reflect these changing circumstances.

The aims of Broken Hill City Council's Long Term Financial Plan are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats.
- Achieve a balanced budget on a funding basis over time, acknowledging that financially responsible service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to reduce the current working fund deficits by reducing operating costs in real terms or expanding the revenue base of Council.

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Broken Hill City Council allowing Council to continue to meet the expectations of the community and maintain service levels.

There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn or cessation in the local mining industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As Treasury Corporation and the Office of Local Government have highlighted in previous reports, this strategy is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessation, as well as preparing Council and the community for the end of mine life.

Council must continue to develop and implement strategies during 2017/18 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Broken Hill City Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.

#### **Strategic Direction:**

Key Direction: 4. Our Leadership

Objective: 4.2 Our Leaders Make Smart Decisions

Function: Financial Management

DP Action: 4.2.1.3 Implement strategies to address Council's financial

sustainability

#### **Relevant Legislation:**

The LTFP must contain the essential elements as outlined in the IP&R Guidelines:

Must be used to inform the decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

Must be for a minimum of 10 years

Must be updated at least annually as part of the development of the Operational Plan, and

Must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

The basic structure of the LTFP is outlined in the IP&R Guidelines at point 2.6 under the section on Resourcing Strategy and must include:

- Projected income and expenditure, balance sheet and cash flow statement;
- Planning assumptions used;
- Methods of monitoring financial performance;
- Sensitivity analysis;
- Financial modelling for different scenarios.

#### **Financial Implications:**

A long term financial plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

#### **Attachments**

1. Upper Term Financial Plan 2018-2027

<u>JAY NANKIVELL</u> FINANCE MANAGER

<u>JAMES RONCON</u> GENERAL MANAGER





QUALITY CONTROL								
TRIM REFERENCES	D17/17153							
KEY DIRECTION	4 Our Leadership							
OBJECTIVE	4.2 Our Leaders make Smart D	ecisions						
FUNCTION	Financial Management							
STRATEGY	4.2.1 Support leaders through the process of making difficult decisions							
PHONE NUMBER	08 8080 3300							
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au							
		MINUTE NO.						
DATE	ACTION	MINUTE NO.						
DATE April 2017	ACTION  Document Developed	MINUTE NO.						
April 2017	Document Developed							
April 2017 April 26 2017	Document Developed Public Exhibition	N/A s Image Library						

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### INTRODUCTION

#### MESSAGE FROM YOUR MAYOR

The past few years have seen major changes in the way Council operates, most notably through the restructure of staffing, transitioning away from Community Services through the sale of Shorty O'Neil Village, and the cessation of Council's former Home and Community Care service.

Council's finances have also undergone major reform; from budgeted deficits close to and exceeding \$7m in 2013, 2014 and 2015, to adopting a Balanced Budget Long Term Financial Plan in 2014 which outlines Council's path towards a financially sustainable future.

If the bold decisions of the past few years were not made and the status quo was maintained, Council would be out of cash this budget year. Instead Council is projecting to have Cash reserves in excess of \$18m at the beginning of the 2018 financial year.

While this doesn't mean Council is out of the woods, it does show we are on the right path to a sustainable future, and maintaining services and quality infrastructure for future generations.

As a Council we must also acknowledge the socio-economics of our community. We know expenses are ever-increasing and what we charge needs to be affordable.

Whilst increasing income to ensure financial sustainability was considered, we did not support increasing rates to cover our ongoing deficits without first making a commitment to reduce our own costs.

This need for budget deficits indicated that Council would be required to adjust its approach to staffing, and the subsequent restructure saw Council cut 'back to the bone' in a number of areas.

Moving forward, our job will now be to rebuild the business of Council so it can

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sustainably deliver on the needs and demands of the community. Our aim is for Council to provide increased levels of services to the people of Broken Hill, while maintaining a responsible financial approach.

This year's review of the Long Term Financial Plan has seen the projected budgeted deficit for 2017/2018 reduced by a further \$846K compared to the 2016/2017 budgeted deficit, with an operating surplus projected for 2023 - one year earlier than last year's plan.

This allows Council to focus further on maintaining and renewing infrastructure assets, with 100 percent asset renewal each year now achievable.

We recognise that the path to sustainability will require continued review, and that is why we are currently undertaking a four-year Service Review process to examine all aspects of Council's operations and make improvements where possible.

I commend this plan to you, and trust you will appreciate not only the progress that has been made, but the financial challenges that remain, and the hard work ahead.

Councillor Darriea Turley MAYOR

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### OVERVIEW

A Long Term Financial Plan (LTFP) is one of the three key Resourcing Strategies required by the NSW Integrated Planning and Reporting legislation. Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and Annual Operational Plan.

The Integrated Planning and Reporting Guidelines support preparation of the LTFP for Local Government in NSW issued by the Division of Local Government.

The LTFP includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- sensitivity analysis used to highlight factors most likely to affect the plan
- financial modelling for different scenarios
- methods of monitoring financial performance



The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, and other special income and costs.

Broken Hill City Council's revised LTFP covers the period 2017/18 to 2026/27. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during the period. The LTFP is therefore closely monitored, and regularly revised, to reflect these changing circumstances.

This revision takes into consideration a number of significant decisions which have been implemented to improve Council's financial sustainability over the past year.

A number of scenarios and sensitivities were considered during the development of the LTFP to demonstrate Council's sensitivity to internal and external drivers.

"The Long Term Financial
Plan is the point where
long-term community
aspirations and goals
are tested against
financial realities."

DLG Manual, 2013

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The aims of Council's LTFP are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats.
- Achieve a balanced budget on a funding basis over time,



- acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to reduce the current working fund deficits by reducing operating costs in real terms or expanding the revenue base of Council.



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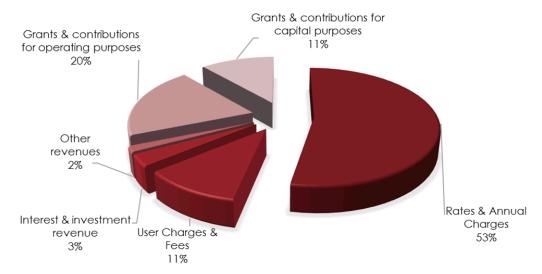
### FINANCIAL POSITION

Council faces a number of challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

As per the 2016 NSW Population Projection, the population of the Far West Region is projected to decrease by 10% between 2016 and 2036. As a result, the Broken Hill Local Government Area's population is

forecast to decrease from 18,700 in 2016 to 16,150 in 2036. This population decline puts pressure on the affordability of services by the ratepayers.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income:



In 2013, the Division of Local Government appointed New South Wales Treasury Corporation (TCorp) to undertake an assessment of the financial sustainability of all New South Wales Councils.

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable.

Overall, the financial sustainability of Council was assessed as 'Very Weak'. A rating of 'Very Weak' was given to only five New South Wales councils and can be described as follows:

 A Local Government with limited capacity to meet its financial commitments in the short to medium term and a very limited capacity long term.

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- It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments.
- The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered and it may need the assistance from higher levels of government.
- It has difficulty in managing its core business risks.

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Council has since achieved significant improvement and taken giant leaps towards becoming financially sustainable. 2016 saw Council achieve its first operating surplus in this millennia, as well as having all external and internal restrictions backed by cash. Council's current financial position and projected outlook is now positive and Council can begin to plan for increased levels of services whilst remaining financially sustainable and prudent as well as maintaining current assets and reducing infrastructure backlog.

As detailed throughout the report, Council is now forecasting to meet and exceed all key financial ratios, which highlights the improvements from previous years as well as being well on the way to becoming financially sustainable.

The strength of Local Government is important when considering the quality of life for residents within a community.

Local Government decisions impact not only the current generation but the next. In order to ensure services and infrastructure adapt to the changing needs of our generations, we must ensure our financial position and our asset management practices are strong.

Both external and internal factors impact the financial position of Council.

Our community cannot afford major revenue adjustments in the form of high rating increases for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford, what our community can afford.

It is clear that in order to continue to meet the needs of current and future residents of Broken Hill; that Council must address financial sustainability.

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### OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

Since the adoption of the Balanced Scenario LTFP in 2014, Council has made a number of decisions that have improved our financial outlook. This section outlines some of those improvements.

# IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position by undertaking a full review of operations. This includes reviewing the organisational structure, and business systems, exploring opportunities for out-sourcing activities and improving project management capabilities.

Following an organisational review, in the 2014/2015 financial year, Council implemented a new organisational structure. This structure required significant modification to the way we administer our organisation. Productivity improvements that have allowed the new structure to take form have resulted in efficiencies generating over \$1.5m in ongoing annual savings.

At the March 2017 Ordinary Council Meeting Council adopted a Service Review Framework and methodology. During the next term of Council, management will oversee more than 65 internal and external service reviews to aenerate efficiencies and savinas throughout the organisation. This review is not all about financial savings, it is about ensuring Council is delivering the services that the Community requires at the level the Community expects. In some instances this may mean further resources are dedicated to some areas where other areas may have resources reduced. Most importantly it will ensure that all services are delivered in the most effective and efficient way possible.

Though only in the early stages of service reviews, Council has achieved savings of \$0.46m per year through insurance savings alone. This outcome has allowed Council to increase its cash reserves to reduce the

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risk of unforeseen events as well as focussing on maintaining and renewing high risk infrastructure.



#### IMPROVING ASSET MANAGEMENT

Council is in the process of undertaking a review of all infrastructure assets to ensure that it is providing services and infrastructure that meets the community needs and is within the community's ability to pay. As a result of this process, it is anticipated that Council will generate significant replacement savings and associated running costs.

During this year's review of the LTFP, Council is budgeting for a greater than or equal to 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place for future generations.

Council has a prime opportunity to take advantage of low interest borrowings given the current economic climate, and Council's improved financial position. Built into the 2017/2018 Operational Plan and proposed LTFP is a \$10m loan that will be fixed for 20 years. The \$10m loan will be drawn down annually to focus on asset renewals that have been neglected over a number of years, due to Council's weak cash and operating position.

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## REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

In December 2013, Council made the decision to close aged care accommodation services provided at Shorty O'Neil Village. This decision was implemented throughout the 2015/2016 financial year and is generating savings in excess of \$1.0M in ongoing annual savings.

Ongoing service reviews will occur throughout the 2017/2018 financial year with consultation with the community. It is expected that a detailed plan of community expectations and priorities will be achieved and factored into service levels and capital expenditure throughout further reviews of the LTFP.

#### IMPROVING FINANCIAL CONTROL

Improving staffing understanding and capacity, systems controls, procedures and reporting for Council's finance function has been imperative to achieve improvements in Council's financial position.

Savings have been generated throughout the year as a result of a concerted effort by staff to reduce expenditure.

A review of procurement practices has facilitated improved governance resulting in greater value for money.

Improved project management has ensured effective financial management of large projects such as the renovation of the Civic Centre and the move of the Broken Hill Archives through the BHP Foundation funding.

#### **INCREASING INCOME**

Throughout the past year, Council has proactively sought private works including Roads and Maritime Services (RMS) contracts. Increasing our income in this area allows more effective use of Council resources, contributing to an improved financial position.

Improved capacity to bid for State and Federal funding has resulted in competitive grants being awarded to Council. This includes a \$5M grant for the

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refurbishment of Councils Civic Centre that would otherwise have had to be funded by Council.

#### **CASHFLOW MANAGEMENT**

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year has resulted in efficiencies, generating savings. Excluding the additional interest generated from the \$10m low interest loan, investment income for 2017/2018 is expected to increase by 69% compated to the 2016/2017 financial year. This is a direct result from smart investment and cashflow management.

#### **OPPORTUNITY TO BORROW**

Council has an opportunity to take advantage of the current economic climate and borrow at record low interest rates. Council's ability to repay debt is strong and this is highlighted in the 2015/2016 financial statements, with Council's debt service ratio of 9x being 4.5 times above the bechmark ratio. This is highlighted throughout the Long Term Financial Plan as well, with this ratio being maintainted well above the benchmark. A \$10m loan interest loan fixed for 20 years has been built into the proposed Long Term Financial Plan and highlights Council's ability to not only be able to service the loan, but the benefits it has to Council in terms of increased revenue, as investment rates climb above the fixed low interest borrowing rate. Council will utilise this loan to focus on neglected assets such as footpaths and parks over the life of the loan.

#### **RECRUITMENT SUCCESS**

Leadership, experience and technical skills are of shortage across Local Government in general. Throughout the year, Council has been successful in attracting a number of professional staff that have commenced playing a key position in creating efficiencies and continuing to move Council towards financial sustainability.

The importance of key positions within the organisational structure on the financial fortunes of a Council cannot be underestimated.

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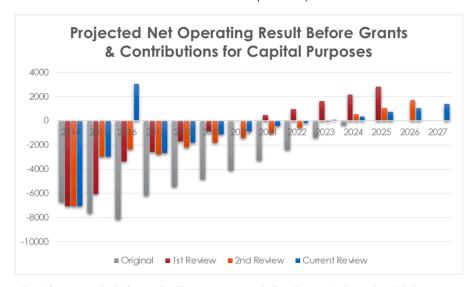
### THE BALANCED SCENARIO REVIEWED

On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill into the future.

The Balanced Scenario incorporated organisational efficiencies, decreasing expenditure and increasing revenue to achieve a surplus operating position by the end of the plan.

As outlined in this review, significant progress has been made in relation to Council's financial position throughout 2016/2017. This has strengthened Council's financial position.

The chart below demonstrates the improvement in Council's financial position, over the previous three reviews. Council is now anticipating to breakeven in 2023, which is one year earlier than the previous year's review.



Over the 10 year period, Council will spend in excess of \$73m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal from ongoing consumption of assets as well as investing in reducing the Infrastructure backlog due to Infrastructure replacement neglect due to insufficient cash reserves and operating practices

during the past decade. This is a significant step forward for Council in achieving sustainable assets and ensuring quality Infrastructure for future generations. The previous plan had Council achieving Infrastructure renewal at a rate equal to or greater than the benchmark in 2025, this is now being achieved from 2017/2018 onwards.

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The Balanced Scenario adopted 25 June 2014 decreases operating expenditure and increases revenue to achieve a surplus operating position by the end of the planning period.

This scenario has now been reviewed taking into account strategies implemented over the past 36 months and Council is now expected to achieve a surplus operating position in 2022/2023. This is two years ahead of the original plan. This positive result also means the number of years projected to require above rate peg increases of 2% has been reduced to zero years (originally 10 years, revised down to four years in the first review). In addition, during the entirety of the planning period, Council's capacity to renew assets is strong.

To achieve these results, the Balanced Scenario assumes that Council;

- undertakes additional operating changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts;
- undertakes service level reviews to determine the communities service needs and what they are willing to pay; and

 undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.

It is assumed that a 2.0% annual efficiency gain is made for materials, contracts and other expenditure for the planning period. The scenario assumes an underlying CPI index of 2.5% therefore the annual efficiency gain does not completely absorb the indexation.

This is an ambitious plan, requiring savings in operational expenditure and increases in revenue to contribute \$675K in financial improvement in 2018/2019 alone.

If successful, all financial indicators will be maintained within the benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios. Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to over 100% of the rate of asset consumption via depreciation.

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					INCOME STATE	<b>IENT</b>								
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast	Forecas							
Income from Continuing Operations					- Douge.									
Revenue:														
Rates & annual charges	15,517	16,129	16,386	16,699	17,050	17,391	17,739	18,164	18,600	19,047	19,504	19,972	20,451	20,942
User charges & fees	3,829	3,717	3,401	3,637	3,487	3,574	3,664	3,755	3,849	3,945	4,044	4,145	4,249	4,355
Interest & investment revenue	1,010	434	899	629	1,015	1,059	988	1,111	1,033	988	874	817	772	739
Other revenues	483	335	2,535	445	504	517	530	543	557	571	585	599	614	630
Grants & contributions for operating purposes	8,874	9,496	10,459	9,637	6,363	6,427	6,555	6,686	6,572	6,704	6,838	6,975	7,114	7,256
Grants & contributions for capital purposes	527	521	3,537	3,572	3,639	508	518	529	539	550	561	572	584	595
Other Income:														
Net gains from disposal of assets	274	-	-	-	211	-	-	-	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	30,514	30,632	37,217	34,619	32,269	29,476	29,994	30,789	31,151	31,804	32,405	33,080	33,784	34,517
Expenses from Continuing Operations														
Employee benefits & costs	17,664	16,024	13,776	15,198	13,963	14,004	14,231	14,529	14,587	14,893	15,206	15,525	15,851	16,184
Borrowing costs	444	416	428	332	504	465	431	400	371	390	331	197	183	169
Materials & contracts	7,383	6,476	5,646	6,687	5,720	5,520	5,545	5,570	5,595	5,620	5,646	5,671	5,696	5,722
Depreciation & amortisation	6,991	5,945	6,767	6,987	6,431	6,275	6,303	6,330	6,358	6,386	6,414	6,443	6,471	6,499
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenses	4,548	4,166	3,839	4,470	3,792	3,809	3,826	3,843	3,860	3,878	3,895	3,913	3,930	3,948
Net losses from disposal of assets	-	22	154	-	-		-	-	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	37,030	33,049	30,610	33,673	30,410	30,073	30,335	30,673	30,771	31,167	31,492	31,748	32,132	32,523
OPERATING RESULT FOR THE YEAR	(6,516)	(2,417)	6,607	945	1,859	(597)	(341)	116	379	637	913	1,332	1,652	1,994
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &														
CONTRIBUTIONS FOR CAPITAL PURPOSES	(7,043)	(2,938)	3,070	(2,626)	(1,780)	(1,105)	(859)	(412)	(160)	87	352	760	1,069	1,399
Assumptions Rate Pag General Index General Index Grant Index Investment Interest rate Overdue rates interest rate				1.80% 2.50% 3.00% 0.00% 2.50% 8.00%	1.50% 2.50% 2.50% 0.00% 2.70% 7.50%	2.00% 2.50% 2.50% 1.00% 3.00% 8.00%	2.00% 2.50% 2.50% 2.50% 3.00% 8.00%	2.40% 2.50% 2.10% 2.00% 3.75% 8.00%	2.40% 2.50% 2.10% 2.00% 3.75% 8.00%	2.40% 2.50% 2.10% 2.00% 3.75% 8.00%	2.40% 2.50% 2.10% 2.00% 3.75% 8.00%	2.40% 2.50% 2.10% 2.00% 3.75% 8.50%	2.40% 2.50% 2.10% 2.00% 3.75% 8.50%	2.409 2.509 2.109 2.009 3.759 8.509

DRAFT LONG TERM FINANCIAL PLAN 2018-2027

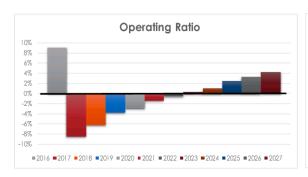
LONG TERM FINANCIAL PLAN — BALANCED SCENARIO STATEMENT OF FINANCIAL POSITION														
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Budget	Proposed	Forecast								
Assets					Rudaet									
Current Assets:														
Cash & cash equivalents	6,840	8,153	18,343	17,242	9,249	8,825	8,677	8,989	9,543	8,599	9,811	9,462	9,431	9,741
Investments	2,407	2,500	-	-	15,000	13,000	11,000	9,000	7,000	5,000	3,000	3,000	3,000	3,000
Receivables	3,035	2,754	2,788	3,029	4,158	3,909	4,161	4,619	5,007	5,300	5,472	5,906	6,235	6,518
Inventories	338	86	77	79	81	83	85	87	89	92	94	96	99	101
Other	158	153	330	338	347	355	364	373	383	392	402	412	422	433
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	12,778	13,646	21,538	20,688	28,835	26,172	24,287	23,069	22,022	19,383	18,779	18,876	19,187	19,793
Non-Current Assets:														
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	241	186	143	118	93	68	43	18	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	260,181	236,286	234,070	244,472	247,801	248,435	249,071	249,711	250,353	250,998	251,646	252,297	252,950	253,607
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	260,422	236,472	234,213	244,590	247,894	248,503	249,114	249,729	250,353	250,998	251,646	252,297	252,950	253,607
TOTAL ASSETS	273,200	250,118	255,751	265,278	276,729	274,675	273,401	272,797	272,375	270,381	270,425	271,173	272,137	273,400
Liabilities														
Current Liabilities:														
Payables	3,773	3,217	2,440	2,775	2,844	2,915	2,988	3,063	3,139	3,218	3,298	3,381	3,465	3,552
Borrowings	898	615	731	768	783	749	714	658	685	2,418	531	528	548	568
Provisions	4,870	4,120	3,896	3,873	3,970	4,069	4,171	4,258	4,348	4,439	4,532	4,627	4,724	4,824
TOTAL CURRENT LIABILITIES	9,541	7,952	7,067	7,416	7,597	7,733	7,873	7,979	8,172	10,075	8,361	8,536	8,738	8,944
Non-Current Liabilities:														
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	5,009	5,940	5,126	4,358	13,200	12,451	11,737	11,142	10,425	8,007	7,476	6,948	6,400	5,832
Provisions	1,605	1,647	1,804	1,884	2,016	2,113	2,233	2,338	2,453	2,562	2,674	2,784	2,896	3,006
TOTAL NON-CURRENT LIABILITIES	6,614	7,587	6,930	6,242	15,216	14,564	13,970	13,480	12,878	10,569	10,150	9,732	9,296	8,838
TOTAL LIABILITIES	16,155	15,539	13,997	13,659	22,812	22,297	21,843	21,459	21,050	20,643	18,512	18,268	18,034	17,782
NET ASSETS	257,045	234,579	241,754	251,619	253,916	252,377	251,558	251,338	251,325	249,737	251,913	252,905	254,104	255,618
Emilie														
Equity Retained earnings	116,731	114,314	121,089	120,552	119,520	117,348	115,892	115,032	114,377	112,144	113,672	114,013	114,559	115,416
Revaluation reserves	140,314	120,265	120,665	131,067	134,396	135,030	135,666	136,306	136,948	137,593	138,241	138,892	139,545	140,202
Council equity interest	257,045	234,579	241,754	251,619	253,916	252,377	251,558	251,338	251,325	249,737	251,913	252,905	254,104	255,618
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	257,045	234,579	241,754	251,619	253,916	252,377	251,558	251,338	251,325	249,737	251,913	252,905	254,104	255,618
Assumptions General index				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

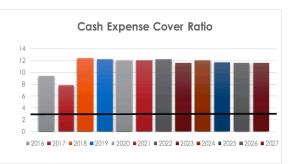
				STA	TEMENT OF CAS	H FLOWS								
\$ '000	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	202
	Actual	Actual	Actual	Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Foreca
Cash Flows from Operating Activities														
Receipts:														
Rates & annual charges	17,432	16,038	16,393	16,698	16,538	16,869	17,206	17,619	18,042	18,475	18,919	19,373	19,838	20,314
User charges & fees	3,810	4,371	3,495	3,528	3,382	3,467	3,554	3,642	3,734	3,827	3,923	4,021	4,121	4,224
Investment & interest revenue received	180	340	740	498	503	767	695	779	717	664	554	529	517	517
Grants & contributions	9,883	10,337	13,996	12,813	9,702	6,727	6,861	6,998	6,898	7,036	7,177	7,320	7,467	7,616
Bonds, deposits & retention amounts received	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	868	871	3,536	432	489	501	514	527	540	553	567	581	596	611
Payments:														
Employee benefits & costs	(16,975)	(17,669)	(14,166)	(14,742)	(13,544)	(13,584)	(13,804)	(14,094)	(14,149)	(14,446)	(14,750)	(15,059)	(15,376)	(15,699)
Materials & contracts	(7,276)	(6,100)	(6,792)	(6,486)	(5,549)	(5,355)	(5,379)	(5,403)	(5,427)	(5,452)	(5,476)	(5,501)	(5,526)	(5,550)
Borrowing costs	(384)	(355)	(362)	(332)	(504)	(465)	(431)	(400)	(371)	(390)	(331)	(197)	(183)	(169)
Bonds, deposits & retention amounts refunded	(27)	-	(21)	-	-	-	-	-	-	-	-	-	-	-
Other	(5,650)	(5,037)	(4,611)	(4.336)	(3,678)	(3.694)	(3,711)	(3,728)	(3.745)	(3.761)	(3,778)	(3,795)	(3.812)	(3,830)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	1,861	2,796	12,208	8,071	7,339	5,233	5,505	5,940	6,239	6,506	6,805	7,272	7,642	8,034
Cash Flows from Investing Activities														
Receipts:														
Sale of investment securities	5,030	4,073	8,500		-	2,000	2,000	2.000	2,000	2,000	2,000			
Sale of infrastructure, property, plant & equipment	1,368	82	138	1,998	211	_,	-	-	-	-	-	-	-	
Deferred debtors receipts	12	39	46	-	-	-	-	-	-	-	-	-	-	
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:														
Purchase of investment securities	(1,500)	(4,123)	(5,729)	-	(15,000)	-	-	-	-	-	-	-	-	
Purchase of infrastructure, property, plant & equipment	(2,809)	(2,203)	(4,275)	(10,402)	(9,760)	(6,909)	(6,939)	(6,970)	(7,000)	(7,031)	(7,062)	(7,093)	(7,125)	(7,156)
Deferred debtors & advances made	-	-	( ., ,	(10)102/	(-,,	-	-	-	(.,,===,	-	(-,,	(.,,	(.,,	(-,,
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	2,101	(2,132)	(1,320)	(8,404)	(24,549)	(4,909)	(4,939)	(4,970)	(5,000)	(5,031)	(5,062)	(7,093)	(7,125)	(7,156)
Cash Flows from Financing Activities														
Receipts:														
Proceeds from borrowings & advances	3,982	1,000	-		10.000				-	-				
Payments:	3,702	1,000			10,000									
Repayment of borrowings & advances	(4,499)	(352)	(698)	(768)	(783)	(749)	(714)	(658)	(685)	(2,418)	(531)	(528)	(548)	(568)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(517)	648	(698)	(768)	9,217	(749)	(714)	(658)	(685)	(2,418)	(531)	(528)	(548)	(568)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	3,445	1,312	10,190	(1,101)	(7,993)	(425)	(148)	312	553	(944)	1,212	(350)	(31)	310
plus: CASH & CASH EQUIVALENTS - beginning of year	4.708	6,840	8,153	18,343	17,242	9.249	8,825	8,677	8.989	9.543	8.599	9,811	9,462	9.431
pios. CASH & CASH EQUITALENTS - Deginning of year	4,700	0,040	0,133	10,040	17,242	7,247	0,023	0,077	0,707	7,343	0,377	7,011	7,402	7,431
CASH & CASH EQUIVALENTS - end of year	8,153	8,153	18,343	17,242	9,249	8,825	8,677	8,989	9,543	8,599	9,811	9,462	9,431	9,741
Assumptions Rates & charges recovery rate			98.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.005
Debtor recovery rate			97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.009
General Index Investment Interest rate			2.50%	2.50% 2.50%	2.50%	2.50%	2.50%	2.50% 3.75%	2.50% 3.75%	2.50% 3.75%	2.50% 3.75%	2.50% 3.75%	2.50% 3.75%	2.505
Overdue rates interest rate			0.00%	8.00%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.509

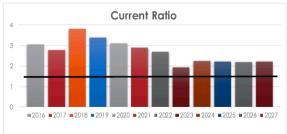
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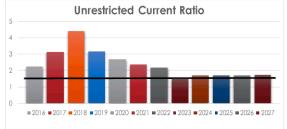
		L	DNG TERM	FINANCI	AL PLAN - Financial rat		ED SCENA	RIO						
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	202
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Operating Ratio														
This ratio measures Council's ability to contain operating expenditure within operating revenue	-23.49%	-9.76%	9.12%	-8.46%	-6.22%	-3.82%	-2.92%	-1.36%	-0.52%	0.28%	1.11%	2.34%	3.22%	4.129
Benchmark - Greater than 0%														
(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions														
Cash Expense Cover Ratio														
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	2.77	3.67	9.40	7.85	12.40	12.25	12.04	12.02	12.25	11.61	12.03	11.69	11.51	11.48
Benchmark - Greater than 3,0 months	2.77	0.07	7.40	7.00	12.40	12:20	12.04	12.02	12.20	11.01	12.00	11.07	71.01	111-50
(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12														
Current Ratio														
This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.	1.34	1.72	3,05	2,79	3.80	3,38	3.08	2,89	2,69	1.92	2.25	2.21	2.20	2.21
Benchmark - Greater than 1.5	1104	11/2	0.00	41/7	0.00	0.00	0.00	2,07	2107	1172	2.20	1414	2.20	2.21
current assets / current liabilities														
Unrestricted Current Ratio  To assess the adequacy of working capital and its ability to satisfy obligations in the														
short term for the unrestricted activities of Council.	1.43	1.45	2.23	3.13	4.40	3.15	2.68	2.35	2.16	1.47	1.71	1.68	1.68	1.71
Benchmark - Greater than 1.5 current assets less all external activities/ current l'abilities, less specific purpose l'abilities														
Own Source Operating Revenue														
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue	40.40	64.79%	62.39%	61.84%	69,00%	24.22	74.45	74.57	77,17%	77,19%	77.17%	77,19%	77.22%	
Benchmark - Greater than 60%	63.40%	64./7%	62.37%	61.84%	69.00%	76.47%	76.42%	76.57%	77.17%	77.1996	//.1/%	//.19%	11:22%	77.25%
pencinimak - Greater from 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)														
Debt Service Cover Ratio														
This ratio measures the availability of cash to service debt including interest, principal, and lease payments	-0.11	4.03	11.08	6.64	5.65	3.80	4.34	5.04	5.40	2.15	7,49	9.60	10.06	10.52
Benchmark - Greater than 2.0	227				5.50	2.20		2.04	2.70	2.10		7.130		. 5102
operating result before interest and depreciation (EBITDA) / principal repayments +borrowing interest costs														
Interest Cover Ratio														
This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash	-1.20	7.44	29.15	22.00	14.43	9.93	11.54	13.34	15.38	15.47	19.50	35.32	40.17	45.89
Benchmark - Greater than 4.0														
operating result before interest and depreciation (EBITDA) / interest expense														
Capital Expenditure Ratio														
This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets	0.40	0.37	0.63	1,49	1.52	1.10	1,10	1.10	1.10	1.10	1.10	1,10	1.10	1.10
Benchmark - Greater than 1,1	5.70		5.50											****
annual capital expenditure / annual depreciation														

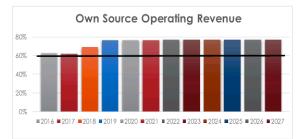
#### **KEY FINANCIAL RATIOS CONTINUED**

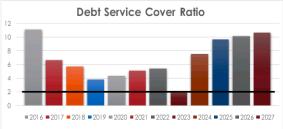


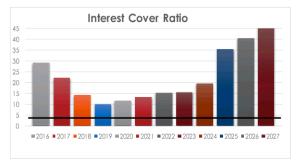


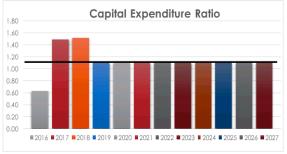












### IMPROVING OUR FINANCIAL POSITION FURTHER

Whilst significant improvements have been made over the past year, Council still has a long way to go in ensuring a strong financial position.

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2033 Community Strategic Plan. This includes addressing current goals while planning to meet the requirements for the future. To do this, Council must be strong.

A strong Council is one that has the financial capacity to meet its short and long term needs. A Council that can withstand financial shocks without burdening the community with increased rates or reduced services. Council is carrying out and will continue to review the following initiatives to maximise the ability to meet the community's needs in service provision.

# IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery. This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

#### **IMPROVING ASSET MANAGEMENT**

Council currently manages a large number of assets, some of which may be surplus to community needs. Undertaking a review and possible rationalisation of assets will assist in reducing operational costs.

# REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

To ascertain community expectations, service levels reviews are being undertaken.

#### INCREASING STATE AND FEDERAL FUNDING

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying Local Members and Government Ministers for additional funding.

#### **INCREASING RATE REVENUE**

To maintain services at their expected level, the community may consider an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability. The proposal for Council to lock in a fixed low interest loan for 20 years, will ensure that during the short to medium term that any rate increase above the rate peg can be avoided. This is dependent on the rate peg increasing annually accordingly to planned assumptions.

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### SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$381m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume that we will be successful in our strategies to reduce costs. We assume our rate base will remain the same and we assume that we will not be faced with any financial shocks.

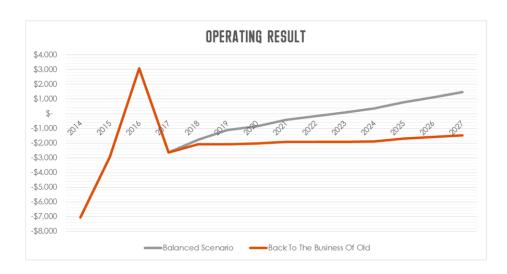
Long term planning provides decision makers and stakeholders in our community with a view how our goals can be achieved, but what if things don't go as planned?

Our plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation. The following examples demonstrate some of Councils main sensitivities and outline the impact of various scenarios on Councils long term financial position.

## SCENARIO 1 – BACK TO THE 'BUSINESS OF OLD'

Let's assume that Council stopped the hard work and strategies in place to increase revenue and reduce expenditure and Council went back to the way the business used to operate and continued to provide services without creating efficiencies, cutting expenditure or increasing income.

The chart below shows Council's operating losses continuing to increase. Council would be unsustainable and unable to renew assets, resulting in reduced service levels through significant deterioration which may render some assets unusable or unsafe. If capital expenditure is maintained at an acceptable rate, Council under this scenario would be out of cash in 2024/2025.



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#### **SCENARIO 2 - MINE CLOSURE IN 2023**

Broken Hill's reliance on mines operating within the Local Government Area is significant.

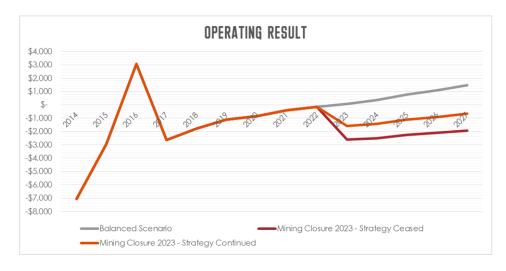
Council and its community are at significant financial risk based upon the reliance of rates from just two ratepayers the two mines. In recent years, the potential impact of this reliance has been felt with a recent valuation objection placing some uncertainty over a potential for overpaid rates of \$6.8m to be payable by Council, funds that were not available given Council's financial position.

Over the past four years, Council has commenced action towards reducing this reliance and diversifying this income stream to create financial stability. While the move towards rating diversification has provided heated debate in previous financial years, it is important that as a City we reduce our reliance on the mining sector to ensure a sustainable future.

Within the Operational Plan for 2017/2018 Council has considered a longer term strategy to address this situation. This strategy involves the progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates. 2017/2018 is the third year of this strategy and would see the mines contributing 15% of the total rates revenue levied.

The following chart displays the impact of mines closure on Council's financial position and demonstrates the need for Council to have a strong responsible strategy in place, to mitigate the risk of rates income lost due to mine closures or a downturn in mining operations.

TCorp have advised in their latest draft report on Council's financial sustainability, that the responsible and diligent strategy in place to mitigate the potential risk of mining reduction and/or cessation in Broken Hill is paramount in remaining sustainable and improving Council's outlook if such an event were to take place.



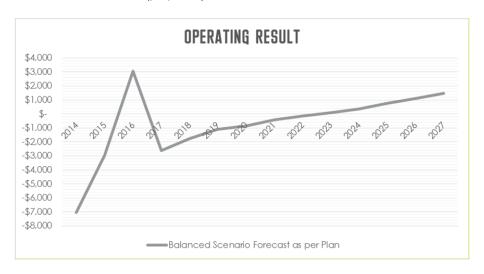
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We can see from the chart above that if the mines were to close in 2023 and the mining strategy currently in place was stopped as of this year, the business of Council would be in an unrecoverable position. Conversely if the mining strategy in place is continued until the 10% cap is reached and the mines close in 2023, the impact to Council will still be significant but it will be in a recoverable position for the community and Council. Council could expect to be back in surplus by 2029/2030 without additional rate increases or significant change.

#### SENSITIVITY ANALYSIS

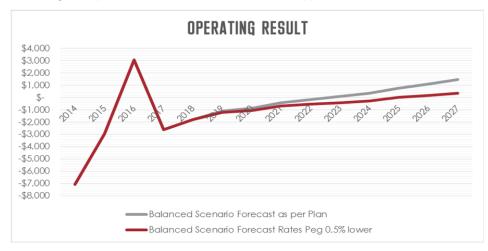
The LTFP Balanced Scenario (proposed) is demonstrated below.



The below section illustrates the financial effect on Council's result if certain assumptions were to change.

#### Rates

Rate income comprises of 53% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage if a special rate variation is submitted and approved.



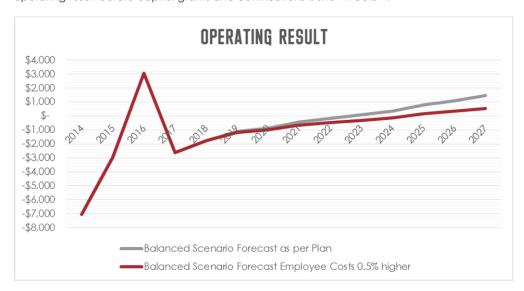
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If rates are held 0.5% p.a. below the predicted rate pegging percentage, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.

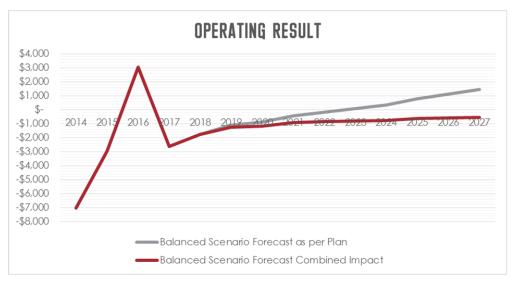
#### **Employee Costs**

Employee costs comprise of 46% of Council's operating expenditure. Salary growth is largely subject to the Broken Hill City Council Consent Award. Council has factored in the current award increase annually for employee expenses in the Balanced Scenario. If the award increases by a further 0.5% in future years, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.



#### **Combined Impact**

The chart below shows the combined impact of a 0.5% unfavourable variance in our assumptions for both Rates and Employee Costs.



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# MEASURING PERFORMANCE

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

#### Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 0%. The current operating ratio based on the proposed 2017/2018 budget is -6.22%. It is forecast that this ratio will be above the benchmark in 2023, when an operating surplus is achieved.

#### Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash-flow. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 3 months. The current cash expense ratio based on the proposed 2017/2018 budget is 12.40 months.

#### Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.5. The current ratio based on the proposed 2017/2018 budget is 3.80.

#### · Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the

obligations in the short term for the unrestricted activities of Council. The minimum benchmark for this ratio as advised TCorp and the Local Government Accounting Code for NSW is greater than 1.5. The unrestricted current ratio based on the proposed 2017/2018 budget is 4.40.

#### • Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources such as operating grants and contributions to fund its day to day operations. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 60%. The own source operating revenue ratio based on the proposed 2017/2018 budget is 69.00%.

#### • Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 2. The debt service cover ratio based on the proposed 2017/2018 budget is 5.65.

#### Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowing. It measures the burden of the current interest expense upon Council's operating cash. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 4. The interest cover ratio based on the proposed 2017/2018 budget is 14.43.

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#### <u>Building and Infrastructure Backlog</u> Ratio

This ratio show what proportion the backlog is against the total value of Council's infrastructure. Council is in the process of revaluations for all building and infrastructure assets as well as an in-depth review of all assets to calculate the current backlog.

#### • Asset Maintenance Ratio

This ratio compares actual vs required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing. Council's ratio based on the proposed 2017/2018 budget is 1.0.

#### <u>Building and Infrastructure Asset</u> Renewal Ratio

This ratio is used to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than or equal to 100%. Council's ratio based on the proposed 2017/2018 budget is 124%.

#### • Capital Expenditure Ratio

This ratio assess the extent to which a Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio as advised by TCorp and the Local Government Accounting Code for NSW is greater than 1.10. The capital expenditure ratio based on the proposed budget for 2017/2018 is 1.52.

We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.

#### **QUARTERLY REPORTING**

Performance in regard to Operational Plan budgets will be monitored and reported to Council each quarter. Reports will include budget variations and reviews.

#### **ANNUAL REPORTING**

Council will prepare annual reports to the community, in accordance with the requirements of the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines. The report will include a summary of financial performance and achievements against delivering the outcomes of the Operational Plan and Delivery Program.

# REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2018/2019 and Delivery Program 2017 - 2021 and financial projections will be revised and updated.

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# CONCLUSION

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community and maintain service levels.

It is proposed that further community engagement be carried out to discuss service level expectations and affordability to maintain or provide additional services. These reviews began in 2016/2017 and will continue through the current term of Council. It is expected significant efficiencies will be found through this process as well as ensuring service delivery meets community expectations within the financial constraints in which Council operates.

There is currently a heavy reliance on the rates revenue generated from the mining sector. To minimise the risk of Council's exposure to a downturn in the local mining

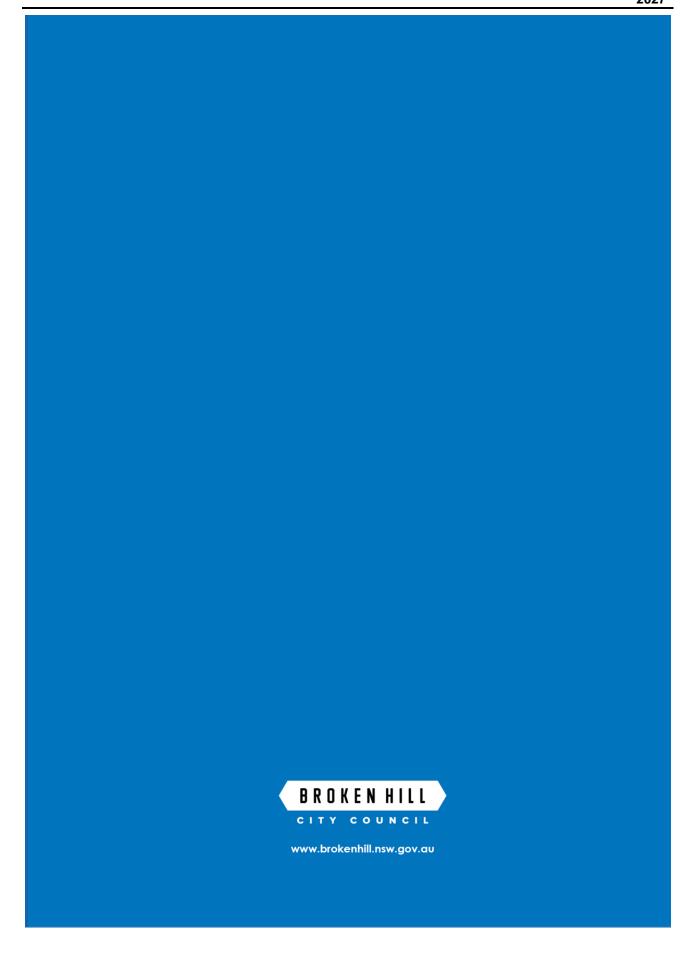
industry, a shift of the percentage allocation from the mining sector to the residential sector has been factored into the rating structure. As T-Corp and the Office of Local Government have highlighted in previous reports, this is an important factor in ensuring the financial future for Council as it mitigates the impact of any sudden mining downturns/cessations as well as preparing Council and the community for the end of mine life.

Council must develop strategies during 2017/18 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.



Draft Long Term Financial Plan 2018-2027



#### ORDINARY MEETING OF THE COUNCIL

April 5, 2017

11/48

#### ITEM 8

#### BROKEN HILL CITY COUNCIL REPORT NO. 70/17

SUBJECT: INVESTMENT REPORT FOR MARCH 2017

#### **Recommendation**

1. That Broken Hill City Council Report No. 70/17 dated April 5, 2017, be received.

#### **Executive Summary:**

The Local Government (General) Regulation 2005 (Part 9, Division 5, Clause 212), effective from 1 September 2005, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the Local Government Act 1993, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 31st March 2017, Council's Investment Portfolio had a current market valuation of \$21,508,923 or principal value (face value) of \$21,452,550 and was compliant with all legislative and policy requirements.

#### Report:

Council's investments as at 31st March 2017 are detailed in Attachment 1.

Portfolio Summary		
Portfolio Performance vs. RBA Cash Rate	✓	Council's investment performance did exceed benchmark.
Investment Policy Compliance		
Legislative Requirements	✓	Compliant with policy
Portfolio Credit Rating Limit	✓	Compliant with policy
Institutional Exposure Limits	<b>√</b>	Compliant with policy
Term to Maturity Limits	<b>√</b>	Compliant with policy

#### Market Review

#### **Global issues**

In the US, continuing signs of modest economic recovery led the Federal Reserve to increase the benchmark Fed Funds rate by a further 25 basis points to the 0.75-1.00% range. The Fed noted further rate increases would only be gradual as it tries to maintain the economy's upward growth trend.

In Europe, the UK issued official notice that it intends to leave to the European Union, triggering a 2 year negotiation process. The glacial pace of the exit is expected to help the market adjust slowly. Meanwhile, economic data coming out of Europe has been positive with little signs of inflationary pressures.

#### **Domestic issues**

In Australia, a technical recession was again averted with Dec quarterly GDP rebounding strongly from a negative Sep quarter reading. The +1.1% q/q result contributed to a yearly increase of 2.40%, soundly above expectations.

The Australian Prudential Regulation Authority (APRA) announced steps believed to be aimed at cooling Sydney and Melbourne home prices. The regulator signalled lenders to enact tighter restrictions on interest only loans, loan to value ratios, serviceability measures and high risk loans. The banks quickly responded with rate increases on investment property and owner occupied loans.

#### **Interest rates**

The RBA's official cash rate remains at 1.50%. The Australian money markets are not expecting any change in the cash rate through 2017 and much of 2018.

Term deposit rates across most maturities ended modestly higher for the month. Three month TDs from Australian majors closed March in the 2.40%-2.55% range and the best indicative 12 month rate from a four major was in the 2.70% area.

#### Council's Portfolio by Source of Funds – March 2017

As at 31st March 2017, Council's Investment Portfolio had a current market valuation of \$21,508,923 or principal value (face value) of \$21,452,550 with the source of these funds being detailed in the table below.

#### Error! Not a valid link.

#### Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005* and Third Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

#### **Strategic Direction:**

Key Direction 4: Our Leadership

Objective 4.1: Openness and Transparency in Decision Making

Action 4.1.1.13: Maintain good governance and best practice methods and ensure

compliance with various guidelines and legislation.

#### **Relevant Legislation:**

This report is provided for Council's consideration in compliance with the requirements of *Part* 9, *Division 5*, *Clause 212 of the Local Government (General) Regulations 2005.* 

#### **Financial Implications:**

The recommendation has no financial impact.

#### **Attachments**

1. Univestment Report - March 2017

JAY NANKIVELL FINANCE MANAGER

#### **JAMES RONCON**

**GENERAL MANAGER** 

INVESTMENT REPORT FOR MARCH 2017



# Investment Summary Report March 2017



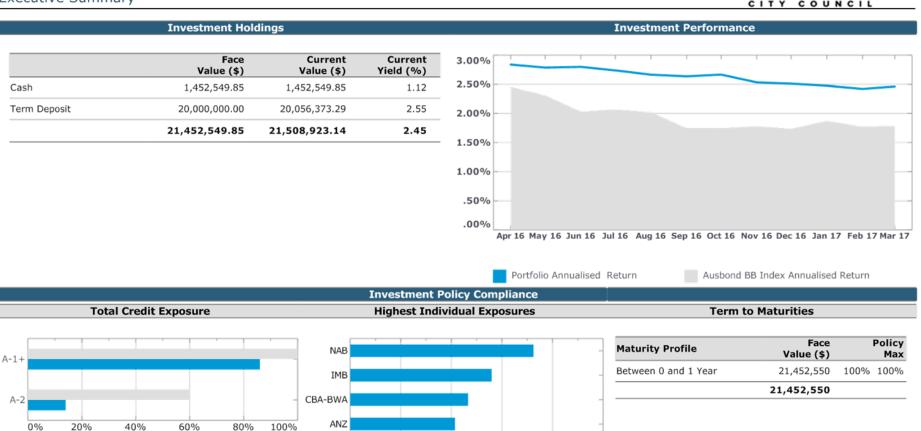
% of portfolio

Investment Policy Limit

Portfolio Exposure

**Executive Summary** 







% used vs Investment Policy

100

WBC

0%

20

Investment Holdings Report



Page 551

Cash Accounts						
Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
1,377,468.55	1.1500%	Westpac Group	A-1+	1,377,468.55	473409	Cheque
75,081.30	0.6000%	Westpac Group	A-1+	75,081.30	473410	Maxi
1,452,549.85	1.1216%			1,452,549.85		

Term Dep	osits									
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Reference
5-Apr-17	1,000,000.00	2.5500%	Bankwest	A-1+	1,000,000.00	1-Feb-17	1,004,121.92	534941	4,121.92	AtMaturity
12-Apr-17	2,000,000.00	2.6000%	ANZ Banking Group	A-1+	2,000,000.00	11-Jan-17	2,011,397.26	534824	11,397.26	AtMaturity
26-Apr-17	500,000.00	2.6000%	ANZ Banking Group	A-1+	500,000.00	25-Jan-17	502,350.68	534825	2,350.68	AtMaturity
3-May-17	1,500,000.00	2.6000%	IMB Ltd	A-2	1,500,000.00	1-Feb-17	1,506,304.11	534939	6,304.11	AtMaturity
3-May-17	1,500,000.00	2.6000%	Westpac Group	A-1+	1,500,000.00	3-Feb-17	1,506,090.41	534943	6,090.41	AtMaturity
10-May-17	500,000.00	2.5500%	National Australia Bank	A-1+	500,000.00	8-Feb-17	501,816.44	534945	1,816.44	AtMaturity
17-May-17	1,000,000.00	2.5500%	National Australia Bank	A-1+	1,000,000.00	15-Feb-17	1,003,143.84	534942	3,143.84	AtMaturity
24-May-17	1,500,000.00	2.5500%	IMB Ltd	A-2	1,500,000.00	22-Feb-17	1,503,982.19	534940	3,982.19	AtMaturity
24-May-17	1,500,000.00	2.5000%	Bankwest	A-1+	1,500,000.00	27-Mar-17	1,500,513.70	535129	513.70	AtMaturity
31-May-17	1,000,000.00	2.5000%	National Australia Bank	A-1+	1,000,000.00	1-Mar-17	1,002,123.29	535125	2,123.29	AtMaturity
31-May-17	1,500,000.00	2.5000%	ANZ Banking Group	A-1+	1,500,000.00	1-Mar-17	1,503,184.93	535130	3,184.93	AtMaturity
7-Jun-17	1,000,000.00	2.5000%	National Australia Bank	A-1+	1,000,000.00	8-Mar-17	1,001,643.84	535126	1,643.84	AtMaturity
7-Jun-17	1,000,000.00	2.5000%	National Australia Bank	A-1+	1,000,000.00	10-Mar-17	1,001,506.85	535127	1,506.85	AtMaturity
14-Jun-17	2,500,000.00	2.5100%	National Australia Bank	A-1+	2,500,000.00	15-Mar-17	2,502,922.60	535128	2,922.60	AtMaturity
19-Jul-17	2,000,000.00	2.6000%	Bankwest	A-1+	2,000,000.00	23-Feb-17	2,005,271.23	534944	5,271.23	AtMaturity
	20,000,000.00	2.5488%			20,000,000.00		20,056,373.29		56,373.29	



Accrued Interest Report



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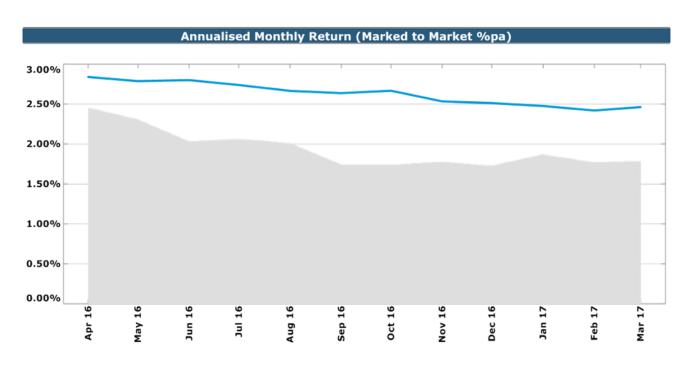
Accrued Interest Repo	Deal	Face	Settlement	Maturity	Interest	Days	Interest	Percentage
Asset Type	Number	Value (\$)	Date	Date	Received (\$)	Accrued	Accrued (\$)	Return
Westpac Group	473409	1,377,468.55				31		
Westpac Group	473410	75,081.30				31		
Cash								
ANZ Banking Group	534605	1,500,000.00	30-Nov-16	1-Mar-17	10,022.47	0	0.00	
National Australia Bank	534608	1,000,000.00	30-Nov-16	1-Mar-17	6,681.64	0	0.00	
Bankwest	534730	1,000,000.00	14-Dec-16	15-Mar-17	6,357.53	14	978.08	2.55%
National Australia Bank	534731	2,500,000.00	14-Dec-16	15-Mar-17	16,205.48	14	2,493.15	2.60%
IMB Ltd	534732	2,000,000.00	23-Dec-16	22-Mar-17	12,679.45	21	2,991.78	2.60%
Bankwest	534941	1,000,000.00	1-Feb-17	5-Apr-17	0.00	31	2,165.75	2.55%
ANZ Banking Group	534824	2,000,000.00	11-Jan-17	12-Apr-17	0.00	31	4,416.44	2.60%
ANZ Banking Group	534825	500,000.00	25-Jan-17	26-Apr-17	0.00	31	1,104.11	2.60%
IMB Ltd	534939	1,500,000.00	1-Feb-17	3-May-17	0.00	31	3,312.33	2.60%
Westpac Group	534943	1,500,000.00	3-Feb-17	3-May-17	0.00	31	3,312.33	2.60%
National Australia Bank	534945	500,000.00	8-Feb-17	10-May-17	0.00	31	1,082.88	2.55%
National Australia Bank	534942	1,000,000.00	15-Feb-17	17-May-17	0.00	31	2,165.75	2.55%
IMB Ltd	534940	1,500,000.00	22-Feb-17	24-May-17	0.00	31	3,248.63	2.55%
Bankwest	535129	1,500,000.00	27-Mar-17	24-May-17	0.00	5	513.70	2.50%
National Australia Bank	535125	1,000,000.00	1-Mar-17	31-May-17	0.00	31	2,123.29	2.50%
ANZ Banking Group	535130	1,500,000.00	1-Mar-17	31-May-17	0.00	31	3,184.93	2.50%
National Australia Bank	535126	1,000,000.00	8-Mar-17	7-Jun-17	0.00	24	1,643.84	2.50%
National Australia Bank	535127	1,000,000.00	10-Mar-17	7-Jun-17	0.00	22	1,506.85	2.50%
National Australia Bank	535128	2,500,000.00	15-Mar-17	14-Jun-17	0.00	17	2,922.60	2.51%
Bankwest	534944	2,000,000.00	23-Feb-17	19-Jul-17	0.00	31	4,416.44	2.60%
Term Deposit					51,946.58		43,582.88	2.56%
					51,946.58		43,582.88	2.56%



Investment Performance Report



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Portfolio Annualised Return

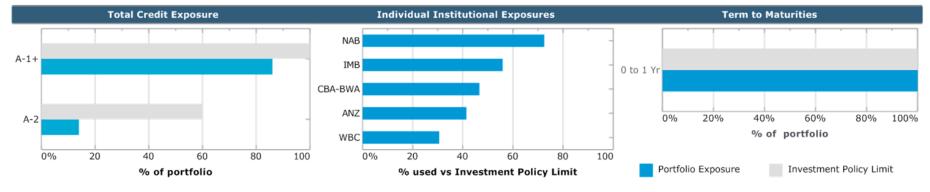
AusBond BB Index Annualised Return

Historical Performance Summary									
	Portfolio	AusBond BB Index	Outperformance						
Mar 2017	2.46%	1.78%	0.68%						
Last 3 Months	2.45%	1.81%	0.65%						
Last 6 Months	2.51%	1.77%	0.74%						
Financial Year to Date	2.57%	1.83%	0.74%						
Last 12 months	2.63%	1.94%	0.69%						



Investment Policy Compliance Report





	Credit Rating	Face Value (\$)		Policy Max	
Short Term	A-1+	18,452,550			
		18,452,550	86%	100%	~
Short Term	A-2	3,000,000			
		3,000,000	14%	60%	~
		21,452,550	100%		

~	=	compliant
×	=	non-compliant

% use Invest Policy	ment
73%	~
56%	~
47%	~
41%	~
31%	~
	73% 56% 47% 41%

	Face Value (\$)		Policy Max	
Between 0 and 1 Year	21,452,550	100%	100%	~
	21,452,550			

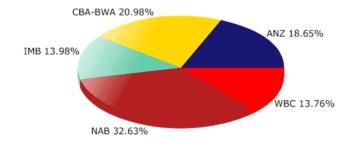
Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	1,452,550	7%
01. Less Than 30 Days	3,500,000	16%
02. Between 30 Days and 60 Days	7,500,000	35%
03. Between 60 Days and 90 Days	7,000,000	33%
04. Between 90 Days and 180 Days	2,000,000	9%
	21,452,550	



Individual Institutional Exposures Report



			Individual Institutional Exposures						
				10,000,000			1		
Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)	8,000,000	_				
ANZ Group	A-1+, AA-	4,000,000	9,653,647	6 000 000					
Commonwealth Bank of Australia	A-1+, AA-	4,500,000	9,653,647	6,000,000					
MB Ltd	A-2, BBB+	3,000,000	5,363,137	4,000,000	-			_	
National Australia Bank	A-1+, AA-	7,000,000	9,653,647	2,000,000					
Westpac Group	A-1+, AA-	2,952,550	9,653,647						
		21,452,550		0	ANZ	CBA-BWA	IMB	NAB	WB





# INVESTMENT REPORT FOR MARCH 2017

#### **Broken Hill City Council**

Cash Flows Report



Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
1-Mar-17	534605	ANZ Banking Group	Term Deposits	Interest - Received	10,022.4
		ANZ Banking Group	Term Deposits	Maturity Face Value - Received	1,500,000.0
				Deal Total	1,510,022.4
	534608	National Australia Bank	Term Deposits	Interest - Received	6,681.6
		National Australia Bank	Term Deposits	Maturity Face Value - Received	1,000,000.0
				Deal Total	1,006,681.6
	535125 National Australia Bank Term Deposits Sett	Settlement Face Value - Paid	-1,000,000.0		
				Deal Total	-1,000,000.0
	535130	ANZ Banking Group	Term Deposits	Settlement Face Value - Paid	-1,500,000.0
				<u>Deal Total</u>	-1,500,000.0
				Day Total	16,704.1
8-Mar-17	535126	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.0
				<u>Deal Total</u>	-1,000,000.0
				Day Total	-1,000,000.0
10-Mar-17	535127	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.0
				Deal Total	-1,000,000.0
				Day Total	-1,000,000.0
15-Mar-17	534730	Bankwest	Term Deposits	Interest - Received	6,357.5
		Bankwest	Term Deposits	Maturity Face Value - Received	1,000,000.0
				<u>Deal Total</u>	1,006,357.5
	534731	National Australia Bank	Term Deposits	Interest - Received	16,205.4
		National Australia Bank	Term Deposits	Maturity Face Value - Received	2,500,000.0
				Deal Total	2,516,205.4
	535128	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-2,500,000.0
				Deal Total	-2,500,000.0
				Day Total	1,022,563.0
22-Mar-17	534732	IMB Ltd	Term Deposits	Interest - Received	12,679.4
		IMB Ltd	Term Deposits	Maturity Face Value - Received	2,000,000.0



Cash Flows Report



Current Month Cashflows				
Transaction Date Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
			Deal Total	2,012,679.45
			Day Total	2,012,679.45
<b>27-Mar-17</b> 535129	Bankwest	Term Deposits	Settlement Face Value - Paid	-1,500,000.00
			Deal Total	-1,500,000.00
			Day Total	-1,500,000.00
			Net Cash Movement for Period	-448,053.42

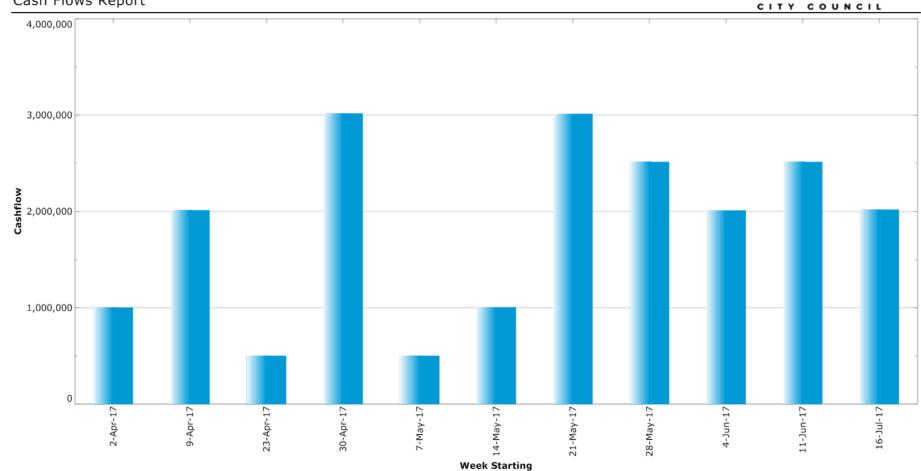
Next Month Cash	flows				
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
5-Apr-17	534941	Bankwest	Term Deposit	Interest - Received	4,401.37
		Bankwest	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	1,004,401.37
				Day Total	1,004,401.37
12-Apr-17	534824	ANZ Banking Group	Term Deposit	Interest - Received	12,964.38
		ANZ Banking Group	Term Deposit	Maturity Face Value - Received	2,000,000.00
				Deal Total	2,012,964.38
				Day Total	2,012,964.38
26-Apr-17	534825	ANZ Banking Group	Term Deposit	Interest - Received	3,241.10
		ANZ Banking Group	Term Deposit	Maturity Face Value - Received	500,000.00
				<u>Deal Total</u>	503,241.10
				Day Total	503,241.10
				Net Cash Movement for Period	3,520,606.85







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#### ORDINARY MEETING OF THE COUNCIL

April 7, 2017

#### ITEM 9

#### BROKEN HILL CITY COUNCIL REPORT NO. 71/17

SUBJECT: ADOPTION OF THE DRAFT AGENCY INFORMATION GUIDE
11/118

#### Recommendation

- 1. That Broken Hill City Council Report No. 71/17 dated April 7, 2017, be received.
- 2. That Council adopt the Draft Agency Information Guide.
- 3. That the previous Publication Guide be removed from Council's website

#### **Executive Summary**

In accordance with Section 22 of the *Government Information (Public Access) Act 2009 (the Act)*, Council is required, prior to adopting a new or amending a current Agency Information Guide (the Guide), to notify the Information Commissioner:

"Role of Information Commissioner

- (1) An agency must notify the Information Commissioner **before** adopting or **amending** an agency information guide and must, if requested to do so by the Information Commissioner, consult with the Information Commissioner on the proposed agency information guide or amendment.
- (2) The Information Commissioner can issue guidelines and model agency information guides for the assistance of agencies in connection with agency information guides."

It was resolved at the Council meeting 29 March 2017 to release the Draft Agency Information Guide to the Information Commissioner for review and comment.

A response has since been received (attached) that any comments that may be received in the future about the guide may be incorporated in the next review of the Guide.

Council must have in place an *Agency Information Guide* in accordance with the Section 20 of the *Government Information (Public Access) Act 2009 (the Act)*. The Act states:

Agencies must have an agency information guide

- (1) An agency (other than a Minister) must have a guide (its "agency information guide") that:
  - (a) describes the structure and functions of the agency, and
  - (b) describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public, and
  - (c) specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions, and

(d) identifies the various kinds of government information held by the agency, and

- (e) identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available, and
- (f) specifies the manner in which the agency makes (or will make) government information publicly available, and
- (g) identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.
- (2) An agency must make government information publicly available as provided by its agency information guide.
- (3) The Director-General of the Department of Local Government may, in consultation with the Information Commissioner, adopt mandatory provisions for inclusion in the agency information guide of local authorities. The agency information guide of a local authority must include any such mandatory provision unless the Director-General otherwise approves in a particular case.

#### Report:

Council currently has a *Publication Guide 2011*, which was prepared in accordance with the provision of Section 20 of *the Act* and adopted by Council on 27 July 2011, minute no. 42940. The review date for this document was scheduled for July 2012, though there is no evidence that this review occurred.

Since the implementation of the 2011 Publication Guide, Council has undergone significant organisational staffing and services restructure, changes, which are now reflected in the reviewed and updated 2017 *Agency Information Guide*.

The Act further states in section 21 that:

"An agency must adopt its first agency information guide within 6 months after the commencement of this section and must review its agency information guide and adopt a new agency information guide at intervals of not more than 12 months. An agency may update and amend its agency information guide at any time."

A response has since been received (attached) that any comments that may be received in the future about the guide may be incorporated in the next review of the Guide.

In consequence, it is recommended that Council adopt the Draft *Agency Information Guide* as presented and that any future guidance and comment received from the Information Commissioner be considered in future reviews of the Guide. The next review is scheduled for July 2018, or earlier in the event of any significant changes occurring.

#### **Strategic Direction:**

Key Direction: 4 Our Leadership

Objective: 4.1 Openness and Transparency in Decision Making

Function: Leadership & Governance

DP Action: 4.1.1.13 Maintain good governance and best practice methods and

ensure compliance with various guidelines and legislation

#### **Relevant Legislation:**

Government Information (Public Access) Act 2009 - including specific sections as described within this report

Local Government Act 1993 – including Section 739 Protection of Privacy

#### **Financial Implications:**

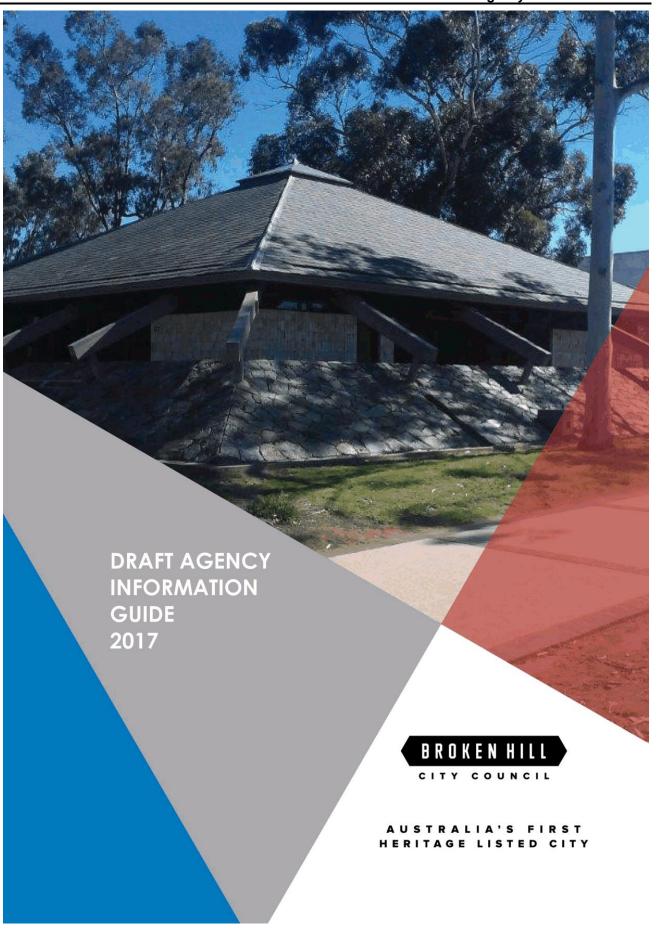
There are no financial implications.

#### **Attachments**

- 1. U Draft Agency Information Guide
- 2. Use Providing Council's Draft Agency Information Guide for review and comment
  - NSW Privacy Commissioner
- 3. <a>J</a> Draft Agency Information Guide Response from Information Commissioner

RAZIJA NU'MAN
CORPORATE RESPONSIBILITY OFFICER

JAMES RONCON GENERAL MANAGER





QUALITY CONTROL				
KEY DIRECTION	4 Our Leadership			
OBJECTIVE	4.1 Openness	and Transpare	ency i	n Decision Making
FUNCTION	Leadership &	Governance		
STRATEGY	4.1.1.13 Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation			
FILE REFERENCE No	11/118	TRIM No		D16/1194
RESPONSIBLE OFFICER	Public Officer			
REVIEW DATE	June 2018			
DATE	ACTION		MINUTE No	
27July 2011	Adopted by C	Council	42940	
March 2017	Document reviewed and amended		N/A	
29 March 2017	Endorsed for release to Information Commissioner		45501	
NOTES				
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2017-2021 Schedule of Fees and Charges 2017/2018 Privacy Management Plan Records Management Policy			

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## 1. INTRODUCTION

# 1.1 What is an Agency Information Guide?

An Agency Information Guide is a guide developed in accordance with Section 20 of the Government Information (Public Access) Act 2009 (GIPAA).

The section of the Act clearly outlines what information must be included in an Agency Information Guide.

# 1.2 Why does Council need to have an Agency Information Guide?

In accordance with Section 20 of the Act, Council must have an Agency Information Guide.

Council has a strong commitment to assisting those who wish to view or obtain information under GIPAA and encourages people who request information to contact the Public Officer.

# 1.3 What does the Agency Information Guide include?

In accordance with Section 20 of the Act, Council (referred to as the agency in the Act) must have an Agency Information Guide that:

 a) describes the structure and functions of the agency, and

- b) describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public, and
- specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions, and
- d) identifies the various kinds of government information held by the agency, and
- e) identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available, and
- specifies the manner in which the agency makes (or will make) government information publicly available, and
- g) identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.

# 2. ABOUT THE CITY

"When you think of regional Australia, when you think of mining, when you think of the ethos of Australia, you think of Broken Hill"

Minister of Environment Greg Hunt

Since its birth as a little mining village in the 1880s, Broken Hill has gone on to be recognised as the boldest place in the Australian outback, a reputation pressure-cooked over decades of hardship and heroic survival in the desert.

The ore body discovered in 1883 immediately made Broken Hill famous - a frontier outpost promising great fortune and luring people from all over the world.

Broken Hill Proprietary (BHP) boomed in the 1880s and the population reached 20,000 by 1891.

There have been periods of boom and bust but in the 70s and 80s something changed. The dominant workers' culture gave way to a local passion for the arts.

Artists like Pro Hart and locally-made films such as Mad Max 2 and Priscilla: Queen of the Desert gave birth to tourism.

Soon, Broken Hill began to be seen through the eyes of the world as a place of beauty and an iconic travel destination.

No longer content with its 2-speed mining economy, Broken Hill began a new era as more than an engine of sweat and stone.

People began to regard the City and its people as a culture in its own right, a place with a definite outback soul that might be exported to the rest of the world.

Through the efforts of community leadership, Broken Hill is a living museum, an artefact that survives in the desert.

Art deco shopfronts petition to customers from a bygone age and there are buildings both grand and made of tin.

Yet there is also a sense of luxury, comfort and sophistication thanks to decades accommodating mining magnates, movie moguls and visitors from around the world.

There literally is nowhere quite like it on earth. Most of all......there are few places in the world where one can stand in a street at the urban boundary, some 18,000 people and all their dwellings immediately at one's back, and view nothing but red desert in front, as far as the eye can see.

This is the essential experience of Broken

"We believe in hard work and getting things done. We say what we really think and act on what we really feel. Bullshit, fakes, virtual living and superficiality are our enemies"

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# 3. ABOUT OUR PEOPLE

The Broken Hill City Community Profile provides demographic analysis for the City and is the official Broken Hill City population for 2011 - 2015.

For areas within Broken Hill City, the Estimated Resident Population is not an official count but an experimental estimate which is subject to review after the collation of the 2016 Census data. Source: <u>www.profile.id.com.au</u>

BROKEN HILL	СІТҮ	
Land area		170km <sup>2</sup>
Location	1,100km west of Sy	dney and

500km east of Adelaide

	<u>.                                      </u>
DEMOGRAPHICS	
Estimated Resident Population 2015	18,856
Projected population in 2026	14,777
Female population – Census 2011	51.3%
Male population – Census 2011	48.7%
Identifying as Aboriginal and Torres Strait Islander – Census 2011	7.5%
Number of occupied dwellings	8,056
Number of unoccupied dwellings	1,558
Average household size	2
Proportion of households; couples with children	20%
Households containing only one person	34%

OUR ENVIRONMENT	
Mean Rain (mm)	258.9
Median Rain (mm)	232.6

	_
OUR ECONOMY	
Gross Regional Product	\$1.01 billion 0.2% of the state
Local jobs	7,455
Employed residents	7,752
Local businesses	983
People working in health care and social assistance	16.2%
People working in retail	13.2%
People working in accommodation and food services	9.7%
2011/2012 total tourism and hospitality sales in the City	\$74.2m, total value added \$33.9m
High income earners	17.9%
Low income earners	18.1%
Full-time employment	62%
Part-time employment	35%
Unemployment rate - 2011	8.3%

EDUCATION	
Tertiary Qualification	1,693
Education qualifications – Year 12 or equivalent	21%
Attended educational institution	19%

Labour force - 2011

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50.3%

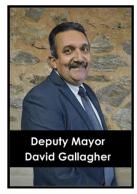
# 4. ABOUT COUNCIL

The Municipality of Broken Hill was incorporated on 22 September 1888, just five years after boundary rider Charles Rasp pegged the first mineral lease on the site.

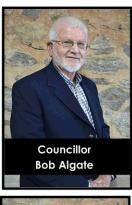
At that time, Broken Hill was a rough and ready community of timber and corrugated iron buildings and the need for public health controls was one of the main driving forces behind incorporation. The City was divided into four wards, Burke, Wills, Sturt and King, each returning three aldermen. The ward system has since been abandoned and councillors are elected to represent the whole of the City.

Following application by Council in 2006, the then Minister for Local Government approved that the number of Councillors for Broken Hill City Council be reduced from 12 to 10 councillors. The Mayor of Broken Hill is popularly elected. The Deputy Mayor is elected by the sitting councillors on an annual basis.





















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# 5. OUR COMMITMENT TO BROKEN HILL

#### OUR VISION

Broken Hill is a vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.

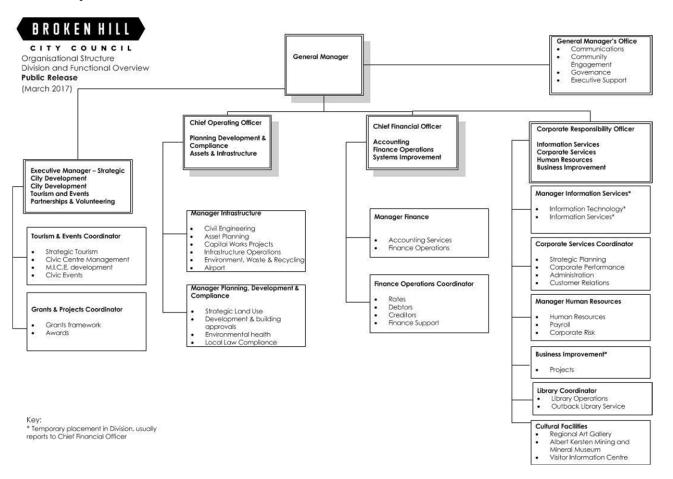
#### **OUR MISSION**

Council provides high quality services and leadership to enhance community living and facilitate a prosperous economy.

tacilitate a prosperous economy.	
OUR STATEMENT OF VALUE	
INSPIRING	
We're leading Broken Hill into the Future	This means we:  Recognise change starts with us  Share our passion  Act as positive role models  Are focused on delivering results
OPEN	
We're transparent and honest	This means we:      Are united     Are reliable – when we make a decision we stick to it     Can be trusted     Are always available to listen
ORIGINAL	
We're pioneering new ideas while remembering what makes us unique	This means we:  Won't forget our past, even when forging our future  Are open to new ideas and think outside the square  Champion our uniqueness  Look for new solutions rather than relying on the old ways
HUMAN	
We're involved in the community	<ul> <li>This means we:</li> <li>Are inclusive</li> <li>Respect diversity and how different people think</li> <li>Value doing it together</li> <li>Have a genuine sense of humanity</li> </ul>
FEARLESS	
We're up for the challenge	<ul> <li>This means we:</li> <li>Strive to solve our own problems</li> <li>Defend what's important to our community</li> <li>Are prepared to take the lead</li> <li>Take opportunities and make something of them</li> <li>Are not afraid to make tough decision</li> </ul>

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# 6. COUNCIL ORGANISATION STRUCTURE



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# 6.1 ROLES AND RESPONSIBILITIES OF COUNCIL IN DECISION MAKING

Council is made up of a body of ten Councillors whose role is to ensure Council's vision is articulated and fulfilled, to govern the Broken Hill local government area and to:

- Set the direction of the affairs of the Council in accordance with the Local Government Act 1993
- Play a key role in the creation and review of Council's policies, objectives and plans relating to the exercise of Council's regulatory functions
- Participate in the optimum allocation of Council's resources for the benefit of the City
- Represent the interest of the residents and ratepayers and facilitate communication between the community and the Council
- Review organisational performance

The General Manager's role is to:

- Ensure the effective and efficient operation of the Council's organisation
- Ensure the implementation without undue delay, of decisions of the Council
- Provide the day to day management of the Council
- Appoint staff in an organisational structure and resources approved by the Council
- Implement the Council's Equal Opportunity Management Plan
- Carry out other functions as may be conferred or imposed by the Local Government Act 1993.

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## 7. FUNCTIONS OF COUNCIL

#### KEY DIRECTION 1 - OUR COMMUNITY

#### Arts & Culture

Charles Rasp Memorial Library Broken Hill Regional Art Gallery

Albert Kersten Mining & Mineral Museum

**Broken Hill Archives** 

#### **Community Development**

Community Assistance

#### **Community Facilities**

Cemetery

Broken Hill Regional Aquatic Centre

Halls and Community Centres

**Public Amenities** 

**Local Transport Bus Shelters** 

Footpaths and Bike Tracks

Road Furniture Local Roads Car Parks Traffic Control

**Open Spaces** 

Parks and Reserves

Sportsgrounds

**Public Health** 

Health Administration and Inspections

Sustainabilty and Environmental Management

Parking and Other Ranger Services

Animal Control **Public Safety** 

Street Lighting

**Emergency Services** 

#### KEY DIRECTION 2 - OUR ECONOMY

#### **Economic Development**

**Economic Development** 

Civic Centre

Area Promotion and Events

#### **Property Development**

Land Development and Sales

Strategic Transport

Regional Roads State Roads

Airport

#### **Tourism Development**

**Tourism** 

Film Promotion

#### KEY DIRECTION 3 - OUR ENVIRONMENT

#### **Waste Management**

Waste Management Operations

Garbage Collection

Street Cleaning

#### Sustainability After Mining

Willyama Common Regeneration Area

#### **Natural Environment**

Noxious Weeds

Living Desert

#### **Environmental Footprint**

Water

Energy

#### **Built Environment**

Historic Buildings Preservation

Town Planning

#### Stormwater Management

Stormwater Drainage Kerb and Gutter

#### KEY DIRECTION 4 - OUR LEADERSHIP

#### Leadership & Governance

Elected Members General Manager

#### Financial Management

Corporate Services Management

Financial Control

Revenue

Payroll

Procurement and Payables

#### **Corporate Support**

Risk Management and Insurance Information Technology Services

Records Management

Human Resources

Governance

**Business Excellence** 

#### **Customer Relations**

Media and Communications **Customer Relations** 

#### **Asset Management**

Infrastructure Engineering Management

Infrastructure Administration

Asset Management and Technical Services

#### **Operations Management**

Mechanics Workshop

Plant and Vehicle Maintenance Warnock Street Works Depot

Private Works Billable Works

#### **Buildings & Property**

Buildings - Structures Maintenance and

**Operations** 

**Buildings - Propery Commercial** 

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# 8. HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC

All Councils functions effect the community, whether directly or indirectly. Council is conscious of accountability to the public for its actions and strives for open communication and community consultation to ensure maximum customer satisfaction.

Council's functions, as depicted on the previous pages, affect the public as follows:

#### 8.1 Service Functions

The provision and maintenance of library services, community health, waste removal and disposal, recreational facilities, environmental protection, industry and tourism and development assistance.

#### 8.2 Regulatory Functions

Approval of all building and development in the City and ensuring that all approvals and certificates are issued in accordance with the relevant Acts. Developments are made in the best interest of the public and are made in accordance with all Council's ecologically sustainable development codes and policies.

#### 8.3 Ancillary Functions

These functions affect only a minority of Council's residents and involve matters such as the resumption of land, powers of entry and inspection over land, all of which is dealt with in the best interest of Council's residents.

#### 8.4 Revenue Functions

Revenue functions affect the community directly as it is a function which affects the financing of services and facilities provided to residents. Revenue is obtained from rates, charges, fees, borrowings, and investments.

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#### 8.5 Administrative Functions

The administrative functions of the Council do not directly affect residents. However, functions such as employment of staff and compliance with Council's statutory obligations including management plans, financial reporting and annual reporting all have an impact on the community.

#### 8.6 Enforcement Functions

Under the Local Government Act 1993 and other related legislation Council has a statutory responsibility to enforce local by-laws such as alcohol free zones and regulations delegated by other levels of government, e.g. food safety inspections. These are applied in the best interest of the community.

## 9. PUBLIC PARTICIPATION

Council wants to understand and consider community concerns about the impact of services and decisions.

In a changing local government environment, councils must ensure that services are in keeping with future opportunities and the existing needs and expectations of its community.

To achieve this aim, to increase accountability and transparency of operations, Council is committed to keeping the community informed and engaged through ongoing and quality communication.

#### 9.1 Particpation at Council Meetings

Council welcomes the public to attend Council meetings which are held on the last Wednesday of each month, commencing at 6:30pm. At this meeting, Reports of the General Manager, Mayoral Minutes, Planning Matters, Public Access and Matters Referred from Previous Council Meetings, Notices of Motions and Matters for Information are presented. Council may also consider confidential matters in Closed Session with the resolutions from these meetings announced in public prior to the close of the meeting.

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Members of the public attending Council meetings have an opportunity to address Council at the meeting. For information on how to register to speak, contact Council or refer to current procedures on Council's website.

# 9.2 Written Submissions to Council and Councillors

Residents and rate payers are encouraged to make written submissions, or personal representations through their elected local representative.

Written submissions to Council or to individual local Councillors may be made in writing and addressed to:

Broken Hill City Council PO Box 240 Broken Hill NSW 2880

#### 9.3 Council Business Papers

Council agendas are made publicly available and are usually uploaded on to Council's website the Friday prior to the Ordinary Monthly Council meeting.

Minutes from the previous Council meeting are also made publicly available as soon as possible after they have been endorsed.

Agendas and minutes can also be viewed at the Charles Rasp Memorial Library or at Council's Administrative Centre

# 9.4 Community Consultation – Having Your Say

Council communicates with the community and invites the community to have their say through various channels such as Council's website, Council's official Social Media (Facebook, Twitter, Instagram and YouTube), advertising in the local newspaper and radio stations and media releases.

#### 9.5 Documents on Public Display

All significant plans, strategies and policies of Council are placed on exhibition in draft form so that interested members of the public may view them and make comments should they wish to.

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Exhibition documents are available at the Charles Rasp Memorial Library or at Council's Administrative Centre and submissions should be addressed to the General Manager.

#### 9.6 Section 355 Committees

Council also co-ordinates a range of Section 355 Asset and Advisory Committees.

A Section 355 Committee is a committee established under Section 355 of the Local Government Act 1993, to assist Council with the operation and maintenance of various Council facilities and services.

Managing community assets is an essential part of Council activities and the community of Broken Hill has strong representation on a number of Council committees to help manage the City's interests and public assets.

There are eight Asset Committees and three Advisory Committees. They include:

#### **Asset Committees**

- Alma Oval Community Committee
- 2. BIU Band Hall Community Committee
- 3. ET Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- Memorial Oval Community Committee
- 6. Norm Fox Sporting Complex Community Committee
- 7. Picton Sportsground Community Committee
- 8. Riddiford Arboretum Community Committee

#### **Advisory Committees**

- 1. Broken Hill Heritage Committee
- 2. Broken Hill Regional Art Gallery Advisory Group
- 3. Community Strategic Plan Round Table Committee

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Members of the public are encouraged to nominate for a position on Section 355 Committees.

# 10. INFORMATION HELD AT COUNCIL

#### 10.1 Information About Council

- The model code prescribed under section 440 (1) of the Local Government Act 1993
- Council's Adopted Code of Conduct
- Code of Meeting Practice
- Annual Report
- Annual Financial Report
- Auditor's Report
- Management Plan
- EEO Management Plan
- Policy concerning the Payment of Expenses Incurred by, and the Provision of Facilities to, Councillors
- Annual Reports of Bodies
   Exercising Functions Delegated by
   Council
- Any Codes referred to in the Local Government Act 1993
- Returns of the Interests of Councillors, Designated Persons and Delegates
- Agendas and Business Papers for any meeting of Council or any Committee of Council
- Minutes of any meeting of Council or any Committee of Council
- Departmental Representative Reports presented at a meeting of Council
- Land Register
- Register of Investments

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- Register of Delegations
- Register of Graffiti Removal Works
- Register of current Declarations of Disclosures of Political Donations
- Register of Voting on Planning Matters

#### 10.2 Plans and Policies

- Local Policies adopted by Council concerning approvals and orders
- Plans of Management for Community Land
- Environmental Planning Instruments, Development Control Plans and Contribution Plans

#### 10.3 Information About Development Applications

Development Applications and any associated information received in relation to a proposed development:

- Home Warranty Insurance documents
- Construction Certificates
- Occupation Certificates
- Structural Certification Documents
- Town Planner Reports
- Submissions received on Development Applications
- Heritage Consultant Reports
- Tree Inspections Consultant Reports
- Acoustic Consultant Reports
- Land Contamination Consultant Reports
- Records of decisions on Development Applications including decisions on appeals
- Records describing general nature of documents that Council decides to exclude from public

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view including internal specifications and configurations, and commercially sensitive information.

#### 10.4 Approvals, Orders and Other Documents

- Applications for approvals under part 1 of Chapter 7 of the Local Government Act 1993
- Applications for approvals under any other Act and any associated document
- Records of approvals granted or refused, any variation from Council Policies reasons for the variation, and decisions made on appeals concerning approvals
- Orders given under Part 2 of Chapter 7 of the Local Government Act 1993, and any reasons given under section 136 of the Local Government Act 1993
- Orders given under the Authority of any other Act
- Records of Building Certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by Council
- Compulsory Acquisition Notices
- Leases and Licenses for use of Public Land classified as Community Land.

# 11. HOW TO ACCESS INFORMATION HELD BY COUNCIL

Council holds information, which relates to different issues concerning the City and how it functions.

Some of this information is available to the public for inspection or on our website and others may be obtained free of charge.

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Additionally, some information held by Council may only be accessed by the determination of a GIPA application.

Information is held by Council in the following formats:

#### 11.1 Files

Files include all related correspondence, reports and plans on a given matter. Generally, files relate to the development, building, planning, engineering and subdivision of properties within the City of Broken Hill.

Requests to inspect Council files are dealt with on individual merit, although some information contained on the files may generally only be accessed through the determination of a formal GIPA application.

#### 11.2 Computer Records

Council has an Electronic Document and Records Management System (TRIM). All incoming and outgoing correspondence is registered in TRIM.

Council utilise Civica and its Authority Customer Requests Management (CRM) application to record all customer requests and complaints.

#### 11.3 Accessing Information

Under the Government Information (Public Access) Act 2009 there is a right of access to certain information held by Council unless there is an overriding public interest against disclosure of the information.

# 11.4 The four main ways Council will provide access to information are:

# 11.4.1 Mandatory proactive open access information

Open access information includes:

- Council's Agency Information Guide
- Information about the Council contained in any document tabled in Parliament by or on behalf of the Council, other than

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any document tabled by order of either House of Parliament

- Council's policy documents
- Council's Disclosure Log of access applications
- Council's Register of Government Contracts
- Council's record of the open access information that it does not make publicly available on the basis of an overriding public interest against disclosure
- Such other government information as may be prescribed by the regulations (to the Public Information Public Access Act 2009) as open access information

## 11.4.2 Authorised Proactive Release Information

Council may make certain information publicly available, unless there is an overriding public interest against disclosure of the information.

#### 11.4.3 Informal Release

Information that is not available as mandatory or authorised proactive release may be provided through discretionary release.

# 11.4.4 Formal Access Applications

When the information sought is of a sensitive nature or contains personal information about a third party, then a formal application can be made. A fee of \$30 applies to all formal applications. Additional processing costs may be charged if required.

Formal Application forms are available at Council's Administration Centre and on Council's website.

Council will advise the applicant within 20 working days of receipt of the request of its decision to provide information and in cases where the applicant is aggrieved by Council's determination, an appeal may be lodged. Information on how this may be done will be included with Council's determination notice.

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# 12. HOW DO I CONTACT

COUNCIL			
HOW?	CONTACT DETAILS		
IN PERSON	Council Administration Centre 240 Blende Street Broken Hill NSW 2880		
POST	Broken Hill City Council PO Box 240 Broken Hill NSW 2880		
PHONE	(08) 8080 3300		
FAX	(08) 8088 3424		
EMAIL	council@brokenhill.nsw.gov.au		
EMERGENCY CONTACT (AFTER HOURS ONLY)	0408 858 368		
OPENING HOURS	8:30am to 5pm Monday to Friday Cashier closes at 4pm		

#### 12.1 Contact

For specific information or enquiries regarding access to information at Broken Hill City Council, please contact:

The Public Officer PO Box 240 Broken Hill NSW 2880 Phone: 08 8080 3300

Email: council@brokenhill.nsw.gov.au

If you wish to learn more about your right to information, please contact the Office of the Information Commissioner at <a href="https://www.oic.nsw.gov.au">www.oic.nsw.gov.au</a>

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Attachment 2
Providing Council's Draft Agency
Information Guide for review and
comment - NSW Privacy
Commissioner



Quote No L17/809 - 11/118 RN:RM

Telephone / Personal Enquiries Ask for Razija Nu'man

5 April 2017

Please address all communications to:
The General Manager
240 Blende Street
PO Box 448
Broken Hill NSW 2880
Phone 08 8080 3300
Fax 08 8080 3424
council@brokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

ABN 84 873 116 132

Dr Elizabeth Coombs Acting NSW Privacy Commissioner Email: ipcinfo@ipc.nsw.gov.au

Dear Dr Coombs

#### Draft Agency Information Guide, Broken Hill City Council

At its Ordinary Meeting held 29 March 2017, Council resolved to endorse the Draft Agency Information Guide for release to the Privacy Commissioner for review and comment, (minute number 45501).

This endorsement is in accordance with Section 22 of the Government Information (Public Access) Act 2009 which states:

"(1) An agency must notify the Information Commissioner before adopting or amending an agency information guide and must, if requested to do so by the Information Commissioner, consult with the Information Commissioner on the proposed agency information guide or amendment.

(2) The Information Commissioner can issue guidelines and model agency information guides for the assistance of agencies in connection with agency information guides."

In accordance with this section, Council requests comments or suggestions in relation to the Draft Agency Information Guide, or your approval for Council to adopt the guide and publish on Council's website for public reference.

A response can be provided to Council's Corporate Services Support Officer, Rebecca McLaughlin via Rebecca.McLaughlin@brokenhill.nsw.gov.au

I look forward to your response.

Yours faithfully

RAZIJA NU'MAN

CORPORATE RESPONSIBILITY OFFICER

AUSTRALIA'S FIRST HERITAGE LISTED CITY

#### McLaughlin, Rebecca

From: ipcinfo <ipcinfo@ipc.nsw.gov.au>
Sent: Thursday, 6 April 2017 3:41 PM

To: McLaughlin, Rebecca

Subject: RE: Providing Council's Draft Agency Information Guide for review and comment -

**NSW Privacy Commissioner** 

#### Dear Rebecca,

Thank you for notifying the Information Commissioner that you have amended your agency information guide for 2016/2017, as required by section 22(1) of the Government Information (Public Access) Act 2009 (GIPA Act).

We are unable to provide certification that agency information guides comply with the GIPA Act, however we will contact you if we have any comments to help improve the compliance of your guide. We will also contact you if the Information Commissioner wishes to consult with your agency about your guide. Any comments we might wish to make can be incorporated into the next review of your guide and published at a later date.

For further information about creating agency information guides, please refer to our knowledge update: <a href="http://www.ipc.nsw.gov.au/creating-agency-information-guides">http://www.ipc.nsw.gov.au/creating-agency-information-guides</a>.

Please contact us if you have any questions.

Kind regards,

#### Ashley Santala Enquiry and Promotions Officer



Information and Privacy Commission NSW | Level 17, 201 Elizabeth Street, Sydney 2000 free call: 1800 472 679 | fax: (02) 8114 3756 <a href="https://www.ipc.nsw.gov.au">www.ipc.nsw.gov.au</a>

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From: McLaughlin, Rebecca [mailto:Rebecca.McLaughlin@brokenhill.nsw.gov.au]

Sent: Wednesday, 5 April 2017 9:56 AM

To: ipcinfo

Subject: Providing Council's Draft Agency Information Guide for review and comment - NSW Privacy Commissioner

Importance: High

Good morning,

Please find attached correspondence and Council's Draft Agency Information Guide for attention of the NSW Privacy Commissioner.

Council looks forward to your response.

Thank you, Rebecca

#### Rebecca McLaughlin

Corporate Services Support Officer 240 Blende Street

#### ADOPTION OF THE DRAFT AGENCY INFORMATION GUIDE

Attachment 3
Draft Agency Information Guide Response from Information
Commissioner

PO Box 448 Broken Hill NSW 2880 **Phone** (08) 8080 3361

Rebecca.McLaughlin@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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#### ORDINARY MEETING OF THE COUNCIL

April 13, 2017

#### **ITEM 10**

#### BROKEN HILL CITY COUNCIL REPORT NO. 72/17

SUBJECT:

ADOPTION OF DRAFT COMMUNITY ASSISTANCE GRANTS
POLICY AND DRAFT HERITAGE ASSISTANCE GRANTS POLICY
12/114

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 72/17 dated April 13, 2017, be received.
- 2. That the draft Community Assistance Grants Policy be adopted as a Policy of Council.
- 3. That the draft Heritage Assistance Grants Policy be adopted as a Policy of Council.
- 4. That the "Our Community" Portfolio Councillor (currently Councillor Kennedy) be appointed to the Community Assistance Grants Panel in lieu of the General Manager.

#### **Executive Summary:**

Council considered a report at its Ordinary Meeting held February 22, 2017 regarding proposed amendments to the Community Assistance Grants Policy in order to separate the Heritage Loans/Grants from the policy and create a new policy. Council resolved (Minute No. 45461) to place the two draft policies on public exhibition as per Section 160 of the *Local Government Act* 1993.

Part of Council's resolution included an amendment to the paint grant eligibility criteria of the draft Heritage Assistance Grants Policy to include all properties in Broken Hill; and that whilst the policy was on public exhibition the General Manager investigates whether it is a requirement for grant funding to be approved by Council, and if so that the draft Heritage Assistance Policy be amended accordingly.

The draft policies were placed on public exhibition for twenty eight days concluding on Friday, March 31, 2017.

During the public exhibition period Council received zero written submissions from the public for either draft policy.

Although the draft policies were not amended following public exhibition, they have both been amended due to the introduction of the *Local Government Amendment (Governance and Planning) Bill* 2016, in particular clause 35 which makes amendments to Section 377 (see attached) being the Council's power to delegate, and reads:

#### Section 377(1A)

Insert after section 377 (1):

(1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:

(a) the financial assistance is part of a specified program, and

(b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and

- (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
- (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.

Council's current delegation to the General Manager (September 2016) is pursuant to Section 377 of the *Local Government Act 1993* and states that the General Manager carryout the functions under the Acts and Regulations that are in force and that are amended from time to time.

Therefore, the amendments to Section 377 allow for the General Manager to approve both Grant processes as per the amendment to *the Local Government Act 1993*. The change to the act is about allowing for the Council to expedite these types of matters and notify applicants sooner; the authority still resides with the Panel made up of Councillors and community members who preside over a very tight process that produces good outcomes; and due to this it is suggested that the amended process be:

#### **Community Assistance Grants:**

- 1. Applications presented to the Community Assistance Panel for assessment.
- 2. The Panel assesses applications and makes recommendations to the General Manager for approval.
- 3. The General Manager approves and provides a report to Council for information.

<u>NOTE:</u> Due to the change in process, it is suggested that the General Manager will remove himself from the Community Assistance Grants Panel. It is recommended that his position on the panel will be replaced by a Councillor. It is proposed that the "Our Community" Portfolio Councillor (who is at present Councillor Kennedy) be appointed to the Community Assistance Grants Panel.

# Heritage Assistance Grants – Painting and Minor Restoration Works and Verandah Restoration:

- 1. Applications initially assessed by Council's Planning and Development staff and comment and recommendations sought from the Heritage.
- 2. Council's Planning and Development staff and Heritage Adviser's recommendations are presented to the General Manager for approval.
- 3. The General Manager approves and provides a report to Council (subsequent to grants being awarded) for information.

Accordingly, the draft Community Assistance Grants Policy and the draft Heritage Assistance Grants Policy have both been updated to reflect Section 377(1A) of the Local Government Act 1993 as amended, in that the General Manager will approve the applications for Community Assistance Grants and Heritage Assistance Grants (see highlighted sections in draft policies attached) and provide Council with a report for information.

#### Report:

The purpose of the two draft policies is to remove stream 2 and stream 3 from the current Community Assistance Grants Policy by the development of a draft Heritage Assistance Grants Policy to deal with all heritage related grant funding and loans specifically. Changes to this policy include the following:

1. Making heritage assistance grants and loans available all year round.

- 2. Amend assessment procedures to achieve faster turnaround times.
- 3. Increase grant and loan amounts to enhance community participation in the funding program.

Attached to this report is a draft Community Assistance Grant Policy for Council's approval. The changes to this policy include the removal of stream 2 and stream 3 which dealt with heritage related grants and loans, and amendment to the approval process due to the introduction of *clause 35 of the Local Government Amendment (Governance and Planning) Bill 2016.* Also attached to this report is a draft Heritage Assistance Grants Policy which contains streams 2 and 3 which were removed from the Community Assistance Grants Policy. Streams 2 and 3 were subject to a few minor changes in order to attract more public interest and to improve approval turnaround times, and this policy has also been amended to reflect the introduction of *clause 35 of the Local Government Amendment (Governance and Planning) Bill 2016.* 

Currently heritage assistance funding is available under two streams (i) Verandah Restoration and (ii) Paint and Minor Restoration for Residential and Commercial Buildings. Council has experienced a large decline in the uptake of Heritage Assistance Grants over the last 3 years. In the current financial year only two applications have been received for paint grants and one application for a small loan associated with verandah restoration.

Although many factors may have contributed to this decline, the following factors are highlighted as the main contributors to the decline in Heritage funding applications:

- 1. Grants did not progressively increase in value to keep up with the cost of living hence current grant funding is too small to be an incentive to encourage building owners to upgrade and renovate their buildings.
- 2. Currently applications for paint grants and minor restorations can only be made twice a year heritage grant applications are often not followed up by a prospective applicants due to long waiting periods to the next funding round.

Verandah Restoration Program provides assistance through 80% loan funding and 20% grant funding to assist applicants in restoration and construction of verandahs with heritage significance. Council currently accepts applications under this stream all year round. In the current financial year, Council received only one small loan application. It is not proposed to amend the eligibility criteria for this program or loan amounts as these applications are assessed on a case-by-case basis. Loan amounts are subject to approved budget allocations.

Paint and Minor Restoration grant program - The following changes are proposed:

- 1. Applications to be made available all year round instead of just during application periods in the first and second semesters of the financial year.
- 2. To increase grants from \$500 to \$1500.
- 3. Currently loans are set at a maximum amount of \$1000 It is proposed to increase loan amounts to \$3000.

It is believed that abovementioned amendments to loan and grant amounts will reinvigorate interest in Council's Paint and Minor Restoration Grants Program.

All grants will be referred to Council's Heritage Advisor for comments e.g. colour schemes, design of verandahs, building materials etc. with the Heritage Adviser's recommendations approved by the General Manager and reported to Council for information.

#### **Strategic Direction:**

Key Direction: 4 – Our Leadership

Objective: 4.3 – We unite to succeed Function: Leadership and Governance

DP Action: 4.3.1.7 – Gain a better understanding of possible alignments between

Council and community groups, local associations and volunteers to

ensure opportunities to work together are identified.

Key Direction: 3 – Our Environment

Objective: 3.3 – Proactive and responsible planning supports the community

and the environment

Function: Built Environment

DP Action: 3.3.1.2 Implement the recommendations of the Heritage Strategy in

relation to all objectives to preserve and enhance the heritage of the

city.

#### **Relevant Legislation:**

Local Government Act – Sections 377 and 356

#### **Financial Implications:**

The draft policies would aim to achieve accountability, equity and transparency in the use of Council resources for community assistance purposes. It will have no direct impact on current budgets.

#### **Attachments**

- 1. Use Section 377 of the Local Government Act 1993 (as amended)
- 2. Upper Draft Community Assistance Grants Policy
- 3. Upper Draft Heritage Assistance Grants Policy

BRENDAN SMITH
CHIEF OPERATING OFFICER

JAMES RONCON GENERAL MANAGER Local Government Act 1993 No 30 - NSW Legislation

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#### **Local Government Act 1993 No 30**

Current version for 4 April 2017 to date (accessed 11 April 2017 at 11:24)
Chapter 12 > Part 3 > Section 377

#### 377 General power of the council to delegate

- (1) A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:
  - (a) the appointment of a general manager,
  - (b) the making of a rate,
  - (c) a determination under section 549 as to the levying of a rate,
  - (d) the making of a charge,
  - (e) the fixing of a fee,
  - (f) the borrowing of money,
  - (g) the voting of money for expenditure on its works, services or operations,
  - (h) the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
  - (i) the acceptance of tenders to provide services currently provided by members of staff of the council,
  - (i) the adoption of an operational plan under section 405,
  - (k) the adoption of a financial statement included in an annual financial report,
  - (1) a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
  - (m) the fixing of an amount or rate for the carrying out by the council of work on private land,
  - (n) the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
  - (o) the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
  - (p) the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
  - (q) a decision under section 356 to contribute money or otherwise grant financial assistance to persons,
  - (r) a decision under section 234 to grant leave of absence to the holder of a civic office,
  - (s) the making of an application, or the giving of a notice, to the Governor or Minister,
  - (t) this power of delegation,
  - (u) any function under this or any other Act that is expressly required to be exercised by resolution of the council.



- (1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:
  - (a) the financial assistance is part of a specified program, and
  - (b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and

http://www.legislation.nsw.gov.au/

11/04/2017

# ADOPTION OF DRAFT COMMUNITY ASSISTANCE GRANTS POLICY AND DRAFT HERITAGE ASSISTANCE GRANTS POLICY

Attachment 1 Section 377 of the Local Government Act 1993 (as amended)

Local Government Act 1993 No 30 - NSW Legislation

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- (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
- (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.
- (2) A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.

11/04/2017

http://www.legislation.nsw.gov.au/



### DRAFT COMMUNITY ASSISTANCE GRANTS POLICY

QUALITY CONTROL			
TRIM REFERENCES	12/114 – D17/3599		
RESPONSIBLE POSITION	General Manager		
APPROVED BY	Council		
REVIEW DATE	April 2019	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
22/02/2017	Public Exhibition	45461	

#### 1. INTRODUCTION

Council acknowledges the contribution made by our community towards the betterment of Broken Hill and the contribution of volunteers towards the objectives of Council.

This policy aims to provide support to individuals and groups through a program of Community Assistance Grants.

This policy allows for considered and transparent decisions to be made regarding the distribution of community resources.

#### 2. POLICY OBJECTIVE

The purpose of this policy is to provide a framework for Council to provide grants for community events, projects, services or activities, known as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

The framework aims to ensure that the allocation of council's limited resources is undertaken in a fair, transparent, accountable and ethical manner. Council recognises that there can be difficulties in meeting community expectations with the increasingly limited financial resources available. Council also recognises that it is accountable to the community for the management and disbursement of its funds and that it must be done in a manner that maximises the benefits to the community and is seen as fair and equitable.

#### 3. POLICY SCOPE

The policy applies to all applications for Community Assistance Grants.

DRAFT COMMUNITY ASSISTANCE GRANTS POLICY

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#### 4. POLICY STATEMENT

#### 4.1. General Principles

Council commits itself to the following principles:

- 4.1.1. Accountability, transparency and equity The policy provides a framework for the transparent and merit-based provision of support and a system of accountability for the recipient.
- 4.1.2. Alignment with Council strategies The policy aligns with Council priorities outlined in the Broken Hill Community Strategic Plan and Councils Delivery Program.
- 4.1.3. Value for money The policy ensures Council considers the value for money received in return for Councils investment.

#### 4.2. Scope of Program

- 4.2.1. The total amount available under the Community Assistance Grant Program will be determined annually by the elected Council in connection with the Operational Plan and Delivery Program.
- 4.2.2. Community Assistance Grants may comprise cash/and or value in kind.
- 4.2.3. Council may decide to offer to an applicant a Community Assistance Grant in an amount less, or in a combination different to, what is applied for.
- 4.2.4. A monetary figure will be allocated to all value in kind awarded under the Community Assistance Grant Program, in accordance with its true cost to Council. This amount will be included in the total amount of Community Assistance Grant allocated to any successful applicant.
- 4.2.5. Any amendments to the total budget allocated to the Community Assistance Grant program must be approved by the elected Council.
- 4.2.6. Only single year commitments may be approved under this policy.

#### 4.3. Existing Commitments

4.3.1. The following existing committed donations do not meet the requirements for inclusion in a competitive process because they are initiatives instigated by Council and also they are not auspiced by a community organisation, therefore the following annual committed donations will be made:

Name of Organisation	2015/2016 Commitment	Purpose
Local Schools	\$100 per school (\$1,000.00 total)	Donation towards presentation night
David Bowler Memorial Award	\$2,500.00	Co-contribution towards award

4.3.2. All other previously committed annual donations will not be made and these organisations must apply to one of the competitive rounds of Community Assistance funding due to their organisation meeting the eligibility criteria to apply.

#### 4.4. Program Structure

- 4.4.1. Council will hold up to two competitive rounds for Community Assistance Program each financial year.
- 4.4.2. Council will advertise the details of each round of the Community Assistance Program on Councils website and in the local media.
- 4.4.3. Council may decide to host a public information session in connection with a competitive round to provide information to prospective applicants about the program.

#### 4.5. Eligibility and Assessment

4.5.1. Eligibility Criteria

Council will not support applications that do not meet all of the following Eligibility Criteria:

- a. Applicant must be an incorporated association, not for profit group, and/or a registered organisation with an ABN (or ACN). Applications will not be accepted from individuals, government agencies, political parties or lobby groups.
- Applicants must lodge a completed application using Council's standard Community Assistance Grant Program Application Form in accordance with any published Guidelines.
- c. Applications must be received on or before the advertised due date.
- d. Applicants must provide evidence that they have appropriate insurances in place.
- e. The event/project/service/activity must be scheduled to occur within the same financial year the application is made and support is received.
- f. The funds received through Community Assistance Grants must not be used to raise funds on behalf of another group.
- g. Applicants may not have received any other sponsorship support from Council within the same financial year, regardless of whether it was for a different event/project/service/activity.
- h. Applicants must have complied with, to Council's satisfaction, the conditions of any previous grant, support or Community Assistance Grant received from Council.
- The event/project/service/activity must be consistent with the community values defined in the Community Strategic Plan.
- j. The event/project/service/activity must apply uniformly to all persons in the Broken Hill Local Government Area or to a significant group of persons within the area.
- k. The Applicant must be capable of obtaining all regulatory approvals for the event/project/service/activity.
- If a public information session is scheduled in connection with a round of Community Assistance Grant funding, a representative of the Applicant must attend, or otherwise meet with the relevant Council Officer in advance of the application deadline.

#### 4.5.2. Assessment Criteria

Applications that satisfy the Eligibility Criteria set out in clause 4.5.1 will then be assessed against the following Assessment Criteria, which will be weighted according to Councils strategies:

- a. Social benefit to the community in the fields of arts, culture or environment.
   Considerations include: number and age of participants; skills and knowledge developed by applicants.
- b. How the project will support an identified need within or develop community strengths. Considerations include: alignment to community strategic plan and delivery program outcomes; the relevant impact on the Broken Hill community through the implementation of the initiative.

#### 4.5.3. Assessment of Applications

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility and Assessment Criteria set out in sections 4.5.1 and 4.5.2.

It is open to the Council Officer to amend estimates and projections included in the application prior to assessment based on information available to Council or Council's past experience. Any changes should be notified to the applicant with the reasoning documented.

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Community Assistance Grant Panel for assessment with information from the Relevant Council Officer as to why amendments are recommended.

The weighting allocated to each assessment criterion will be determined and approved by the Community Assistance Grant Panel prior to applications being called. These weightings must be made available to applicants upon request.

Following a preliminary assessment, the Relevant Council Officer will present all applications to the Community Assistance Grant Panel with a recommendation on eligibility.

The Community Assistance Grant Panel will be convened to assess applications. The Community Assistance Grant Panel's assessment must be recorded on an evaluation form and retained in Council's records management system. The evaluation form will be signed by all members of the Community Assistance Grant Panel.

Each member of the Community Assistance Grant Panel must comply with Councils Code of Conduct, in particular, the provisions covering Conflicts of Interest.

The Community Assistance Grant Panel will make recommendation to the General Manager.

The General Manager approves and provides Council with a report for information subsequent to the awarding of grants.

The event/project/service/activity must be suitable for Council's involvement and consistent with Council's community values defined in the Community Strategic Plan.

#### 4.5.4. Agreements, Payments and Acquittals

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for the Community Assistance Grant prior to any monies being released.

Payments will be made in accordance with the agreement following receipt of invoice.

All invoices must be received before the end of the financial year in which Community Assistance Grant was awarded and the event/project/service/activity implemented.

Council will not be liable for any amounts over and above the Community Assistance Grant amount as set out in the Agreement.

Successful applicants must provide acquittal information to Council in accordance with the terms of the Agreement.

#### 5. IMPLEMENTATION

#### 5.2. Roles and Responsibilities

The following Council Officers are responsible for the implementation and the adherence to this policy:

- General Manager
- · Chief Operating Officer
- Governance Officer

#### 5.3. Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

#### 5.4. Associated Documents

The following documentation is to be read in conjunction with this policy:

- Code of Conduct
- · Statement of Business Ethics

#### 6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The General Manager is responsible for the review of this policy.

#### 7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

Local Government Act 1993 – Sections 377 and 356

DRAFT COMMUNITY ASSISTANCE GRANTS POLICY

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Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Community Assistance Grants Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

#### 8. DEFINITIONS

**Agreement means** the agreement entered into by Council and applicant whose application for Community Assistance Grant has been successful.

Council means Broken Hill City Council.

**Community Assistance Grant** means Financial Assistance provided by Council as a financial contribution or Value in Kind, to support an event, project, service or activity.

#### Community Assistance Grant Panel means the panel comprising:

- The Mayor (or nominee)
- The "Our Community" Portfolio Councillor (or alternate)
- An additional Councillor
- The Broken Hill Australia Day Citizen of the Year
- Two independent persons

**Financial Assistance** means payments given to individuals or organisations that are not commensurate with a reciprocal benefit received by Council.

**Guidelines** means any guidelines published in connection with Council's Community Assistance Grant program in any year.

**Relevant Council Officer** means the Council employee responsible for administering the Community Assistance Grant program.

**Value in Kind** means goods or services supplied by Council in connection with a Community Assistance Grant, including the waiver or discounting of fees and charges for Council facilities.



### DRAFT HERITAGE ASSISTANCE POLICY

QUALITY CONTROL			
TRIM REFERENCES	12/114 – D17/5529		
RESPONSIBLE POSITION	Manager Planning and Development		
APPROVED BY	Council		
REVIEW DATE	April 2019	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
22/02/2017	Public Exhibition	45461	

#### 1. INTRODUCTION

Council acknowledges the value of our built environment and its importance in our Heritage City.

This policy aims to provide financial assistance to residents and businesses to beautify our City and maintain its heritage appeal through the provision of grants and loans to paint and maintain houses and buildings in Broken Hill with historical significance.

#### 2. POLICY OBJECTIVE

The purpose of this policy is to provide a framework for Council to provide heritage restoration grants and loans.

The framework aims to ensure that the allocation of council's limited resources is undertaken in a fair, transparent, accountable and ethical manner. Council recognises that there can be difficulties in meeting community expectations with the increasingly limited financial resources available. Council also recognises that it is accountable to the community for the management and disbursement of its funds and that it must be done in a manner that maximises the benefits to the community and is seen as fair and equitable.

The policy provides two specific streams of Heritage Restoration Assistance funding, those being:

- STREAM 1 Verandah Restoration
- STREAM 2 Painting and Minor Restoration Works

#### 3. POLICY SCOPE

The policy applies to all applications for Heritage grants and loans funding for the above two streams of funding.

DRAFT HERITAGE ASSISTANCE GRANTS POLICY

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#### 4. POLICY STATEMENT

#### 4.1. General principles

Council commits itself to the following principles:

- 4.1.1. Accountability, transparency and equity The policy provides a framework for the transparent and merit-based provision of support and a system of accountability for the recipient.
- 4.1.2. Alignment with Council strategies The policy aligns with Council priorities outlined in the Broken Hill Community Strategic Plan and Councils Delivery Program.
- 4.1.3. Value for money The policy ensures Council considers the value for money received in return for Councils investment.

#### 4.2. Scope of program

- 4.2.1. The total amount available for the Heritage Assistance Grants Program will be determined annually by the elected Council in connection with the Operational Plan and Delivery Program.
- 4.2.2. Funding under the Painting and Minor Restoration Grant Program will apply to buildings within Broken Hill Local Government Area.

#### 4.3. Program structure

The program will consist of three streams of heritage funding, those being:

- STREAM 1 Verandah Restoration
- STREAM 2 Painting and minor restoration for residential and commercial buildings

#### 4.4. STREAM 1 – Verandah Restoration

- 4.4.1. The Verandah Restoration Program will provide assistance through 80% loan funding and 20% grant funding to assist applicants in restoration and construction of verandahs with heritage significance.
- 4.4.2. Council will accept applications for the Verandah Restoration Program at any time throughout the year.
- 4.4.3. The total amount of funding available is subject to approved budget allocations.
- 4.4.4. Council will advertise the details of the Verandah Program on Councils website and in the local media.
- 4.4.5. Eligibility and Assessment
  - 4.4.5.1. Eligibility Criteria
    - a. The applicant must be the owner of the property.
    - b. The verandah for which the funding has been sought must be of heritage significance as determined by Council's Heritage Advisor.
    - c. Restoration plans must be approved by Council's Heritage Advisor.

DRAFT HERITAGE ASSITANCE GRANTS POLICY

- d. Applicants must be able to demonstrate that they have the necessary finance to undertake all of the works submitted by them to the Council.
- e. Applicants must be able to demonstrate that they will be able to repay the loan funds on the due dates. Consideration will be given to payment history with Council.
- f. Applicants must be able to commit to complete the verandah restoration work within a twelve month period.
- g. Applicants must lodge a completed application using Council's Verandah Restoration Program Application Form in accordance with any published Guidelines.

#### 4.4.5.2. Assessment of Applications

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility Criteria set out in section 4.5.1.

It is open to the Council Officer to amend estimates and projections included in the application prior to assessment based on information available to Council or Council's past experience. Any changes should be notified to the applicant with the reasoning documented.

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Council for assessment with information from the Relevant Council Officer as to why amendments are recommended.

Following a preliminary assessment, the Relevant Council Officer will present applications to Council's Heritage Adviser, with a recommendation on eligibility.

Council's staff and Heritage Adviser's recommendations will be presented to the General Manager.

The General Manager approves and provides a report to Council for information subsequent to the awarding of grants.

#### 4.4.5.3. Agreements, Payments and Acquittals

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for Council's financial assistance prior to any monies being released.

The repayment period for the loan component of the assistance must not exceed 4 years.

Repayments must be made at weekly, fortnightly or quarterly intervals.

The interest rate to be charged shall be the Reserve Bank of Australia cash rate plus 2% at the time the loan is approved by Council.

Council will not be liable for any amounts over and above the Verandah Restoration funding amount as set out in the Agreement.

Successful applicants must display a Council approved sign in a prominent position at the work site for the duration of the work acknowledging Council and NSW Heritage Office funding for the project.

DRAFT HERITAGE ASSITANCE GRANTS POLICY

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Successful applicants must provide acquittal information to Council in accordance with the terms of the Agreement.

If a property is sold prior to the restoration works being complete, an acquittal must be completed and unspent funding returned to Council.

#### 4.5. STREAM 2 – Painting and Minor Restoration Works

- 4.5.1. Council will advertise the Painting and Minor Restoration Works Program on Councils website and in the local media.
- 4.5.2. Council will accept applications for grant and loan funding under stream 2 at any time throughout the year.
- 4.5.3. A grant amount of up to \$1500 per property will be available subject to this amount not exceeding 50% of total approved works.
- 4.5.4. A loan amount of up to \$3000 per property will be available subject to this amount not exceeding 50% of total approved works.
- 4.5.5. Applicants are eligible to apply for both the grant and the loan.
- 4.5.6. Eligibility and Assessment
  - 4.5.6.1. Eligibility Criteria
    - a. The applicant must be the owner of the property or have the property owners' agreement for works to be completed.
    - b. Works must be approved by Council's Heritage Advisor.
    - c. Applicants must be able to demonstrate that they have the necessary finance to undertake all of the works submitted by them to the Council.
    - d. Applicants must be able to demonstrate that they will be able to repay the loan funds on the due dates. Consideration will be given to payment history with Council.
    - e. Applicants are entitled to one grant only for like work.
    - f. The works to be completed must not have previously been undertaken using grant assistance from Council. E.g. repainting when original painting was undertaken using Council grant funds.
    - g. Funding will not be made retrospectively for work already carried out, unless the relevant Council Officer considers that special circumstances exist and determines a grant allocation appropriate to those circumstances and within the monetary parameters of the policy.
    - h. Applicants must be able to commit to complete the approved works within a twelve month period.
    - Applicants must lodge a completed application using Council's Painting and Minor Restoration Works Application Form in accordance with any published Guidelines.
  - 4.5.6.2. Assessment of Applications

DRAFT HERITAGE ASSITANCE GRANTS POLICY

Page 4 of 6

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility Criteria set out in sections 4.5.6.1.

The relevant officer will refer all applications to Council's Heritage Advisor for comment and recommendation in relation to colour schemes and design.

It is open to the Council Officer to amend estimates and projections included in the application prior to assessment based on information available to Council or Council's past experience. Any changes should be notified to the applicant with the reasoning documented.

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Manager Planning Development and Compliance for assessment with information from the Relevant Council Officer as to why amendments are recommended.

Council's staff and Heritage Adviser's recommendations will be presented to the General Manager.

The General Manager approves and provides a report to Council for information subsequent to the awarding of grants.

4.5.6.3. Agreements, Payments and Acquittals

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for Council's financial assistance prior to any monies being released.

The repayment period for the loan component of the assistance must not exceed 3 years.

Repayments must be made at weekly, fortnightly or quarterly intervals.

The interest rate to be charged shall be the Reserve Bank of Australia cash rate plus 2% at the time the loan is approved by Council.

Council will not be liable for any amounts over and above the funding amount as set out in the Agreement.

Successful applicants must provide acquittal information to Council in accordance with the terms of the Agreement.

If a property is sold prior to the restoration works being complete, an acquittal must be completed and unspent funding returned to Council.

Successful applicants and Council must sign an Agreement, containing Council's terms and conditions for the Community Assistance Grant prior to any monies being released

#### 5. IMPLEMENTATION

#### 5.1. Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

- General Manager
- Chief Operating Officer

DRAFT HERITAGE ASSITANCE GRANTS POLICY

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Manager Planning Development and Compliance

#### Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

#### 5.2. Associated Documents

The following documentation is to be read in conjunction with this policy:

- Code of Conduct
- Statement of Business Ethics

#### 6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Manager Planning and Development is responsible for the review of this policy.

#### 7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

Local Government Act 1993 - Sections 377 and 356

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Heritage Assistance Grants Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

#### 8. DEFINITIONS

**Agreement** means the agreement entered into by Council and applicant whose application for Community Assistance Grant has been successful.

Council means Broken Hill City Council.

**Financial Assistance** means payments given to individuals or organisations that are not commensurate with a reciprocal benefit received by Council.

**Guidelines** means any guidelines published in connection with Council's Community Assistance Grant program in any year.

**Heritage Building** means a building listed in Schedule 5 Part 1 to Broken Hill Local Environmental Plan 2013

**Heritage Precinct** means a heritage conservation area listed in Schedule 5 Part 2 to Broken Hill Local Environmental Plan 2013.

**Relevant Council Officer** means the Council employee responsible for administering the Heritage Grants and Loans.

DRAFT HERITAGE ASSITANCE GRANTS POLICY

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#### ORDINARY MEETING OF THE COUNCIL

April 10, 2017

#### **ITEM 11**

#### BROKEN HILL CITY COUNCIL REPORT NO. 73/17

SUBJECT: ACTION LIST REPORT 11/25

#### **Recommendation**

1. That Broken Hill City Council Report No. 73/17 dated April 10, 2017, be received.

#### **Executive Summary:**

The purpose of the report is to ensure that Council and the community are informed on the status of actions required by previous Council resolutions.

#### Report:

The Action List attached to this report is for information only and will be provided to Council on a monthly basis.

The report covers Council's decisions at Council Meetings for the period February 29, 2012 to March 29, 2016.

Discussions have been held with staff regarding the long outstanding items on the Action List, most of which are leasing/licencing matters. Staff will be working to finalise these items as a priority and/or request Council to rescind resolutions where circumstances have changed.

#### **Strategic Direction:**

Key Direction: 4 - Our Leadership

Objective: 4.2 – Our Leaders Make Smart Decisions

Function: Leadership and Governance

DP Action: 4.2.1.1 - Decisions are made in a timely manner to ensure effective

delivery.

#### **Relevant Legislation:**

Local Government Act 1993

#### **Financial Implications:**

Ni

#### **Attachments**

- 1.  $\underline{\mathbb{J}}$  Action List Report Ordinary Council Meetings
- 2. U Action List Report Extraordinary Council Meetings

JAMES RONCON GENERAL MANAGER

MEETING FURTHER REPORT SUBJECT

Confidential Matters of the Council 29 February 2012

False

Confidential Matters

ITEM 1 (Item 45 in open minutes) - SUSTAINABILITY REPORT NO. 8/12 - DATED JANUARY 13, 2012 - RENEWAL OF LEASE TO THE AERO CLUB OF BROKEN HILL INC. AT AIRPORT - CONFIDENTIAL 11/232

#### Recommendation

That Sustainability Report No. 8/12 dated January 13, 2012 be received.

That Council renew its lease with The Aero Club of Broken Hill Inc. for a period of five (5) years being the first option to renew the lease.

That the lease be amended as outlined in the body of this report to address water charges.

That documents relating to this matter be executed under Council's Common Seal as required.

#### RESOLUTION

Minute No. 43222

Councillor B. Algate moved )
Councillor N. Gasmier seconded )

That the recommendation of item 1 be adopted.

#### 13 Apr 2017 - 1:59 PM - Leisa Bartlett

Still pending finalisation of RFDS subdivision with LPI

16 Sep 2016 - 1:25 PM - Leisa Bartlett

Awaiting documentation from Surveyor. Due to recent subdivision for sale of land to RFDS, the DP planning numbers will change and therefore will affect this subdivision for lease purposes, therefore it is necessary to wait until the DPI have processed the RFDS subdivision before this plan is lodged.

17 Aug 2016 - 1:51 PM - Tracy Stephens

Awaiting new Administration Sheet for siging by GM and Mayor. Subdivision plans can then be registered with LPI.

06 Jun 2016 - 3:46 PM - Brendan Smith

Action reassigned to Andrew Bruggy by: Leisa Bartlett

19 Jan 2016 - 2:59 PM - Leisa Bartlett

Sub-division plans being lodged with Dept. Lands Information. Once the plan is registered, the lease can be finalised.

06 May 2015 - 4:56 PM - Frederick Docking

Pending Sub Division for lease purposes

11 Dec 2014 - 4:42 PM - Frederick Docking

**CARRIED** 

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MEETING FURTHER REPORT SUBJECT

Amendment for water charges to lease draft signed and returned. GM to sign off DA and return to Tracey Stephens for consent for lease purposes.

11 Jun 2014 - 3:29 PM - Louine Hille

Plan requires minor amendment to stop it being requisitioned. Development Consent to subdivision for lease purposes required. Development Application being compiled.

13 Feb 2014 - 12:10 PM - Michelle Rolton

Lot numbering determined, awaiting final plan.

17 Jan 2014 - 12:14 PM - Louine Hille

Draft Plan received for examination and approval.

15 Nov 2013 - 11:06 AM - Michelle Rolton

Plan now due November 2013, as additional survey works were required.

22 Oct 2013 - 2:18 PM - Louine Hille

New plan of subdivision for Lease purposes being prepared. Due 30 October 2013.

06 Jun 2013 - 3:28 PM - Leisa Bartlett

LPI have rejected registration due to change in Airport Title descriptions. Further survey work required prior to re-lodgement of Lease.

07 Feb 2013 - 3:26 PM - Leisa Bartlett

Lease with Council's Solicitor for registration. Lease has been requisitioned twice due to plan reference - LPI have changed rules. Further advice to be sought from Council's Solicitor.

02 Aug 2012 - 3:25 PM - Leisa Bartlett

Reminder to return documents sent.

03 May 2012 - 3:23 PM - Leisa Bartlett

Documents with Lessee for execution.

Extraordinary Meeting of the Council 30 October 2013

False

Further Business

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 269/13 - DATED OCTOBER 17, 2013 - WILLYAMA COMMON - COMPULSORY ACQUISITION OF CROWN LAND AT BROKEN HILL AIRPORT 11/89, 11/214

#### Recommendation

That Broken Hill City Council Report No. 269/13 dated October 17, 2013, be received.

That Council compulsorily acquire Crown Land being Lots 5938 and 5939 in DP 725373 as shown in the attached diagram for "Airport Purposes" to formalise existing occupation.

That the acquisition be under the Terms of the Local Government Act 1993.

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MEETING FURTHER REPORT SUBJECT

That the consent of the Minister and Governor be sought for the acquisition.

That Council seek agreement from Trade and Investment, Crown Lands Western Division for the acquisition.

That Minerals be excluded from the acquisition.

That Council obtain a Native Title opinion in relation to Lot 5939 in DP 725373, formerly part of Western Lands Lease 1060.

That if necessary, Council liaise with other parties that may have an interest in Lot 5939 in DP 725373 should Native Title issues require to be addressed.

That upon acquisition the land be classified as Operational Land.

That compensation be determined as at the date of acquisition by the Acquisition Valuation Branch of the Land and Property Management Authority.

That the consent of the Crown (Trade and Investment, Crown Lands Western Division) and the Division of Local Government be sought should all matters be agreed upon to dispense with pre-acquisition requirements given that the compensation as determined at the date of acquisition will be the purchase price.

That documents relating to this matter be executed under Council's Common Seal if required.

#### RESOLUTION

Minute No. 44468
Councillor D. Gallagher moved ) That the Councillor C. Adams seconded )

That the recommendation of item 1 be adopted.

CARRIED

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16 Sep 2016 - 1:27 PM - Leisa Bartlett

Results of EOI need to be analysed and assess implications.

20 Jun 2016 - 2:41 PM - Leisa Bartlett

Pending outcome of Expression of Interest process.

16 Sep 2015 - 11:38 AM - Andrew Bruggy

Council sending letter to Minister and Crown.

20 Apr 2015 - 4:18 PM - Leisa Bartlett

With impending EOI outcome - no further action at this stage with report to future Council Meeting.

12 Jun 2014 - 11:37 AM - Louine Hille

History of site being compiled for submission to Barrister.

MEETING FURTHER REPORT SUBJECT

14 May 2014 - 11:41 AM - Leisa Bartlett

Native Title status of one remaining lot to be determined.

Ordinary Meeting of the Council 24 September 2014

False

Reports

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 231/14 - DATED SEPTEMBER 04, 2014 - LICENCE PART LIVING DESERT STATE PARK ADJACENT 376
NINE MILE ROAD TO FORMALISE ADVERSE POSSESSION 11/411

#### Recommendation

That Broken Hill City Council Report No. 231/14 dated September 4, 2014, be received.

That Council, in its appointed capacity of Trust Manager of the Living Desert State Park Trust grant a Licence, with Ministerial consent, to Cristal-Lee White and Mathew Joseph Dempster for the purpose of "Environmental Protection and Access".

That documents relating to this matter be executed under Council's Common Seal in the absence of a Trust Seal.

#### RESOLUTION

Minute No. 44768 Councillor P. Black moved

That the recommendation of item 14 be adopted.

Councillor C. Adams seconded

CARRIED

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#### 16 Mar 2017 - 11:26 AM - Leisa Bartlett

Council has received written advice from the NSW Aboriginal Land Council on Wednesday 15th March that there is no objection to the issue of the Crown Licence, on the condition that:

- a. The tenure is no higher than a licence
- b. The licence only formalises the existing informal arrangement (area affected by the dam and the existing access to the property)
- c. The licence terminates if the claim of the subject land (Living Desert) is granted in the future
- d. Any proposed future works on the claimed land in relation to this licence with the exception of basic fence maintenance is referred to the NSW ALC for consent prior to the works commencing.

Council's Solicitor will now be advised to continue to draw up licence agreement.

16 Sep 2016 - 1:34 PM - Leisa Bartlett

Due to Aboriginal Land Claim and native title implications, this matter needs to be referred to Crown Lands for review prior to proceeding. This may take several months before advice is received.

06 Jun 2016 - 3:47 PM - Brendan Smith

Action reassigned to Andrew Bruggy by: Leisa Bartlett

10 Dec 2015 - 9:39 AM - Brendan Smith

Action reassigned to Leisa Bartlett by: Leisa Bartlett

06 May 2015 - 4:59 PM - Frederick Docking

FURTHER REPORT SUBJECT REQUIRED

Further investigation required into obtaining Ministerial Consent for Licence. Have made contact with Crown Lands.

Confidential Matters of the Council 25

False

Confidential Matters

November 2015

ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 268/15 - DATED OCTOBER 28, 2015 - CONFIDENTIAL 11/63

#### Recommendation

That Broken Hill City Council Report No. 268/15 dated October 28, 2015, be received.

That Council, in its capacity as Trustees of the Willyama Common, grant three licenses to Anthony Schembri; John and Leanne Ray; and Mark Doyle for recreational purposes (a permissible use as described in the Management Plan of the Willyama Common) for the keeping of horses, horse riding and training).

That the licenses be drawn subject to the three applicants agreeing to pay market rent for the land and associated legal/license set-up fees and that the granting of the licenses is also subject to the applicants abiding by the Management Plan for the Willyama Common and the Local Environmental Plan with regards to any development of the subject land.

That the license terms be for four years, with the option to renew being first offered to the current licensees.

That the common seal be affixed to the licences as required.

That Karl Hahn be advised that a license is not available for the land indicated in his submission which encompasses the old south depot, south of Broken Hill in the Willyama Common due to it being a restricted area which is subject to asbestos rehabilitation works.

#### RESOLUTION

Minute No. 45147
Councillor P. Black moved
Councillor B. Algate seconded
)

That the recommendation of item 27 be adopted.

CARRIED

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#### 16 Mar 2017 - 11:24 AM - Leisa Bartlett

Council has received written advice from the NSW Aboriginal Land Council on Thursday 16th March, advising that the licence for the area occupied by Schembri can be granted with the following conditions:

- a. Any improvements being of a temporary nature to be removed if required if the licence is terminated;
- b. The licence agreement containing a provision that is may be terminated in the event Aboriginal Land Claim 40503 is determined as a grant by the Crown Lands Minister
- c. The Aboriginal Culture and Heritage protection provisions of National Parks and Wildlife Act 1974 being complied with.

Council's Solicitor will now be instructed to continue to draw up licence agreement.

12 Sep 2016 - 3:55 PM - Leisa Bartlett

Submission to be sent to Land Claims Unit to assess the proposed licence and determine whether licence can be issued.

MEETING FURTHER REPORT SUBJECT

06 Jun 2016 - 12:26 PM - Leisa Bartlett

Two applicants have withdrawn due to valuation and recent Aboriginal Land Claim. seeking legal advice regarding issuing a licence to third applicant due to Land Claim.

13 Apr 2016 - 5:06 PM - Leisa Bartlett

Valuations received for market rent and 3 applicant advised of annual rent amount and terms of licence and requested to advsie Council by May 13, 2016 if they wish Council to proceed to draw up licence agreements.

07 Dec 2015 - 1:58 PM - Leisa Bartlett

Process commenced for issuing of licences.

Ordinary Meeting of the Council 31 August 2016

False

Reports

# ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 182/16 - DATED AUGUST 15, 2016 - LEASE OF LAND AT GLADSTONE PARK TO ALMA SWIMMING CLUB INC.

#### Recommendation

- 1. That Broken Hill City Council Report No. 182/16 dated August 15, 2016, be received.
- 2. That Council's previous resolution of September 2, 2009 (minute number 42106) be rescinded in favour of a new motion:
  - a. That Council, in its appointed capacity to manage the affairs of the Gladstone Park Reserve Trust, lease as much land as is necessary fronting Morish Street to formalise the existing occupation by the Alma Swimming Club Inc. together with an additional four metres along the eastern side of the site, for swimming club purposes.
  - b. That the term of the lease be five years and that during this term, Council investigates another Trust model for management of the Gladstone Park Reserve that is better suited to the usage of the Reserve and also acceptable to the Department of Crown Lands.
  - That rental at commencement be \$250 per annum and that this rental be reviewed annually for CPI increases.
  - d. That public liability insurance in the sum of \$20 million be provided noting the rights and interests of Council as Trustee and the Minister administering the Crown Lands Act 1989, and that this amount be increased from time to time as required by Council's insurers.
  - That the Alma Swimming Club insure its assets and contents for replacement value as determined in conjunction with its insurer.
  - That all other standard leasing requirements be complied with.
  - g. That the Alma Swimming Club be liable for Council's legal fees incurred in this matter.
  - h. That, in the absence of a Trust Seal, lease documents be signed by the Mayor and General Manger under Council's Common Seal.

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FURTHER REPORT MEETING SUBJECT REQUIRED RESOLUTION Minute No. 45323 Councillor J. Nolan moved That the recommendation of item 15 be adopted. Councillor J. Richards seconded **CARRIED** 13 Apr 2017 - 10:35 AM - Leisa Bartlett Further email enquiry sent to Swimming Club whether they have received and reviewed the lease documents. 17 Mar 2017 - 2:48 PM - Leisa Bartlett Solicitor sent lease documents to Alma swimming club on 19 Feb 2017. No response to date 09 Feb 2017 - 11:41 AM - Leisa Bartlett Draft lease received and checked. Solicitor to send lease to Alma Swimming Club for signature prior to sending to Council. 17 Nov 2016 - 5:03 PM - Louise Schipanski Meeting held, instructions to be sent to Solicitor to draft lease. 16 Sep 2016 - 2:38 PM - Leisa Bartlett Meeting to be arranged with Alma Swimming Club to discuss Council resolution and terms of lease. Ordinary Meeting of the Council 28 False Reports September 2016 ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 195/16 - DATED SEPTEMBER 06, 2016 - DELEGATION OF FUNCTIONS 11/264 Recommendation 1. That Broken Hill City Council Report No. 195/16 dated September 6, 2016, be received. 2. That Council notes the Schedule of Delegable Functions for the Broken Hill City Council attached to this report at Attachment 1. 3. That Broken Hill City Council delegate to the Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 2.

- 4. That Broken Hill City Council delegate to the Deputy Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 3.
- 5. That Broken Hill City Council delegate to the General Manager of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 4.

MEETING FURTHER REPORT SUBJECT

6. That the Chief Operating Officer (Deputy General Manager) be appointed to act as General Manager if the General Manager is sick or otherwise absent from work on leave, such appointment to cease upon the return to work of the General Manager; and that such person acting as General Manager pursuant to this resolution has all the functions, delegations, and sub-delegations given to the General Manager by the Council.

- 7. That Broken Hill City Council delegate to staff who hold the positions of Chief Operating Officer (Deputy General Manager), Manager Engineering Services, Manager Planning Development and Compliance, Asset Planner Buildings, Asset Planner Parks and Open Spaces, Roads and Parks Coordinator, Waste Management Coordinator, Trades Coordinator, Team Leader Parks and Open Spaces, Team Leader Roads, Labourer/Plant Operator, Works Operator, Ranger Living Desert and Finance Operations Coordinator, Senior Airport Reporting Officer, Airport Reporting Officer and Cemetery Services Coordinator of the Broken Hill City Council the relevant Functions under the *Noxious Weeds Act 1993* as indicated in the table attached to this report at Attachment 5.
- 8. That in accordance with the Local Government's Promoting Better Practice Review, the Delegations of Functions be reviewed in two years' time (September 2018).
- 9. That Council noted that the *Local Government Amendment (Governance and Planning) Bill 2016* will be presented to a future Council Meeting, once the commencement date has been proclaimed, explaining the amendments to the *Local Government Act 1993* and whether any amendments are required to the Delegations of Functions.

#### RESOLUTION

Minute No. 45335
Councillor M. Browne moved
Councillor B. Licul seconded

That the recommendation of item 9 be adopted.

CARRIED

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09 Feb 2017 - 4:37 PM - Leisa Bartlett

As per LG Act, delegations will be issued to staff within first 12 months of new term of Council.

Confidential Matters of the Council 28 September 2016

False

Confidential Matters

ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 212/16 - DATED SEPTEMBER 15, 2016 - EXPRESSION OF INTEREST 16/4 - SALE OF LAND AT THE BROKEN HILL REGIONAL AIRPORT - CONFIDENTIAL E0116/4

(<u>General Manager's Note</u>: This report considers sale of land and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 212/16 dated September 15, 2016, be received.
- 2. That Council accepts the offer of \$8,500.00 from Mr Phillip Cvirn for purchase of land at the Broken Hill Regional Airport being part Lot 1 in DP1162606 (Lot 52 in DP876533 on Council's internal mapping system).

FURTHER REPORT SUBJECT REQUIRED

3. That each party be liable for their own legal costs incurred.

4. That the Mayor and General Manager be delegated to sign the sale of land contract under the Common Seal of Council.

13 Apr 2017 - 2:02 PM - Leisa Bartlett

March/April contact made with RFDS to sign Section 88 form and forward to Department of Land and Property Information to finalise sale.

17 Mar 2017 - 2:49 PM - Andrew Bruggy

Mr Cvirn was advise 16th March, that still with Land and Property Information

22 Dec 2016 - 2:23 PM - Leisa Bartlett

Surveyor delayed due to waiting for Department of Property Land Information to register subdivision plans for sale of land at Airport to RFDS. Once these plans have been registered, plans to subdivide land for Mr Cvirm can be drawn.

13 Oct 2016 - 4:57 PM - Leisa Bartlett

Letters sent to both applicants.

Surveyor to be arranged to survey land for subdivision for sale purposes.

Confidential Matters of the Council 28 September 2016

False

Confidential Matters

# ITEM 28- BROKEN HILL CITY COUNCIL REPORT NO. 213/16 - DATED AUGUST 16, 2016 - TRANSFER OF OWNERSHIP OF 55-59 GYPSUM STREET TO BROKEN HILL FAMILY DAY CARE COMMITTEE INC. - CONFIDENTIAL 11/197

(<u>General Manager's Note</u>: This report considers sale of an asset and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 213/16 dated August 16, 2016, be received.
- 2. That Council rescinds minute number 45284 of May 25, 2016 (transfer ownership of 55-59 Gypsum Street to Broken Hill Family Day Care Committee Inc.) in favour of the following motion:
  - a. That due to Family Day Care Committee Inc.'s current financial position, Council offers the Committee a lease arrangement for 12 months (all terms as per current lease) for occupation of 55-59 Gypsum Street.
  - b. That the Family Day Care Committee Inc. be responsible for all legal costs, including Council's, incurred in the drawing of the lease.
  - c. That the Mayor and General Manager be delegated authority to execute the lease under the Common Seal of Council.

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FURTHER REPORT MEETING SUBJECT REQUIRED

d. That at the expiration of the 12 month lease, Council's Finance staff re-inspects the Committee's financial statements and a further report be presented to Council regarding the option of transferring the ownership of 55-59 Gypsum Street (formerly the Railwaytown Community Centre) to the Broken Hill Family Day Care Committee Inc.

Minute No. 45353 Councillor B. Algate moved Councillor D. Gallagher seconded

That the confidential matters be considered in open session.

That the recommendations of items 26 to 28 be adopted.

**CARRIED** 

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06 Apr 2017 - 10:35 AM - Leisa Bartlett

Broken Hill Family Day Care have signed and Council has signed and sealed lease document. COMPLETE

17 Mar 2017 - 11:45 AM - Leisa Bartlett

BH Family Day Care have advised that they have signed and sent the lease back to Council's Solictor. Waiting to hear from Solicitor.

13 Feb 2017 - 10:35 AM - Andrew Bruggy

Council resolved to review in 12 months

09 Feb 2017 - 4:36 PM - Leisa Bartlett

Solicitors sending lease to BH Family Day Care Committee for signature prior to Council signing.

09 Feb 2017 - 11:43 AM - Leisa Bartlett

Waiting on draft lease to be drawn

22 Dec 2016 - 2:27 PM - Leisa Bartlett

Instructions sent to Council's Solicitor to draw up a 12 month lease.

21 Nov 2016 - 1:10 PM - Andrew Bruggy

Meeting with Committee held. Lease to be forward for legal feedback

17 Nov 2016 - 5:06 PM - Louise Schipanski

Meeting has been held, instructions to be sent to Council's Solicitor to draft lease.

03 Nov 2016 - 11:59 AM - Leisa Bartlett

Instructions sent to Council's Solicitor to draw up lease.

13 Oct 2016 - 4:58 PM - Leisa Bartlett

Meeting being arranged with representatives of BH Family Day Care to discuss Council's resolution and the terms of a 12 month lease.

FURTHER REPORT MEETING SUBJECT REQUIRED Ordinary Meeting of the Council 30 False Confidential Matters November 2016 ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 246/16 - DATED NOVEMBER 23, 2016 - SUBDIVISION AND SALE OF LAND LOT 1 DP 1140550 -CONFIDENTIAL (General Manager's Note: This report considers Subdivision and Sale of Land and is deemed confidential under Section 10A(2) (a) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual). Recommendation 1. That Broken Hill City Council Report No. 246/16 dated November 23, 2016, be received. 2. That Broken Hill City Council subdivide the land at 173 Murton Street (Lot 1 DP 1140550) and prepare sale of land contracts to the affected parties. 3. That the Mayor and General Manager be authorised to sign the sale of land contracts and transfers under the Common Seal of Council. 17 Mar 2017 - 3:48 PM - Leisa Bartlett solicitors are finalising contracts. 06 Dec 2016 - 4:59 PM - Jay Nankivell Solicitor and surveyor engaged to prepare subdivision and contracts for sale of land. Ordinary Meeting of the Council 30 False General Business November 2016 ITEM 1 - MATTER OF URGENCY - MODEL CODE OF CONDUCT 11/60 RESOLUTION Minute No. 45395 Councillor M. Clark moved That Council requests the Government review the Model Code of Conduct for Councillor J. Nolan seconded Councils, with regards to Councillors right to freedom of speech. **CARRIED** Ordinary Meeting of the Council 14 False Confidential Matters December 2016

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 260/16 - DATED DECEMBER 02, 2016 - TENDER FOR APPROVAL - T16/11 DESIGN AND

(General Manager's Note: This report considers a tender and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 which provides for

CONSTRUCTION WASTE TRANSFER STATION AT THE BROKEN HILL WASTE MANAGEMENT FACILITY - CONFIDENTIAL 11/200

FURTHER REPORT MEETING SUBJECT REQUIRED commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret). Recommendation 1. That Broken Hill City Council Report No. 260/16 dated December 2, 2016, be received. 2. That Council award the tender to CBC Project Management Group for the tendered amount of \$512 000 exc GST for the installation of a 6 bay transfer Station at the Broken Hill Waste Management Facility 3. That Council approve budget increase of \$126 000 for T16/11 funded from the waste reserve to allow for the construction of a 6 bay transfer station as preference to accommodate a maximum of 12 vehicles at one time 4. That Council approve additional budget of \$470 000 for the purchase of a Hook Lift Truck and industrial bins for the transfer station and loop road area funded from the waste reserve RESOLUTION Minute No. 45418 Councillor C. Adams moved That the resolution of item 20 be adopted. Councillor B. Licul seconded **CARRIED** 17 Mar 2017 - 2:50 PM - Andrew Bruggy Order written, Works scheduled to commence by early April Ordinary Meeting of the Council 14 False Confidential Matters December 2016 ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 261/16 - DATED DECEMBER 06, 2016 - CODE OF CONDUCT NO. BHC160201 - CONFIDENTIAL (General Manager's Note: This report considers a Code of Conduct matter and is deemed confidential under Section 10A(2) (h) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440). RESOLUTION Minute No. 45420 Councillor B. Licul moved 1. That the recommendation contained in the report be rejected on the grounds Councillor M. Clark seconded that the Final Investigation Report containing the recommendations is severely flawed and evidences multiple breaches of the Rules of Procedural Fairness. as detailed in correspondence from legal counsel of the subject person.

2. That Council note the following facts relating to this report and the original

complaint which preceded it:

MEETING FURTHER REPORT REQUIRED	SUBJECT
	a) That the Broken Hill Regional Art Gallery Advisory Committee directed the Councillors on that committee to formally make representation to the Acting General Manager regarding changes in structure which had left the Art Gallery without a dedicated full-time Manager. This approach was made prior to recruitment of a Cultural Facilities Manager. There is concern that the fact that this meeting had been held was not disclosed in the initial report.
	b) That in the report there is insufficient recognition that the subject person was Acting Chair of the Broken Hill Regional Art Gallery Advisory Committee when interviewed by the journalist from the Barrier Daily Truth.
	c) That the Broken Hill City Council's media policy for Broken Hill Regional Art Gallery Advisory Committee calls for the Chair to be spokesperson for the Committee.
	d) That the subject person in the article dated 6 January 2016 was responding to questions relating to the Art Gallery and the restructure which left the Art Gallery without a dedicated Manager, not the Cultural Facilities Manager which is a different role. The connection with the Manager Cultural Facilities position was made by the journalist and not by the subject person.
	<ol> <li>That the Council note that the subject person had undertaken to meet with the Council employee named in the report to express her regret that the comments made by the subject person have caused the employee unintentional distress.</li> </ol>
	4. That Council review its Media Relations Policy so that the Policy more closely aligns with current practice. Current practice gives tacit encouragement to all councillors to speak to the media which is contrary to the terms of the Policy
	CARRIED
13 Apr 2017 - 2:05 PM - Leisa Bartlett	
Reply received from OLG and has been included in April Business Paper.	
13 Feb 2017 - 9:41 AM - Razija Nu'man	

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MEETING

FURTHER REPORT
REQUIRED

Workshop with Norm Turkington and Assoc (LGNSW) held Thursday 9 February 2017, Staff and Councillor Relationships.

10 Feb 2017 - 11:25 AM - Leisa Bartlett

Recommendations of Council have been forwarded to Office of Local Government.

Ordinary Meeting of the Council 14 December 2016

False

Confidential Matters

ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 262/16 - DATED DECEMBER 06, 2016 - CODE OF CONDUCT NO. BHC160401 - CONFIDENTIAL (General Manager's Note: This report considers a Code of Conduct matter and is deemed confidential under Section 10A(2) (h) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

#### RESOLUTION

Minute No. 45421
Councillor B. Licul moved
Councillor M. Clark seconded

 That Broken Hill City Council Report No. 262/16 dated December 6, 2016, be received.

Printed: Thursday, 13 April 2017 2:19:33 PM

- That in accordance with clause 8.43 of the Procedures, the Complaints Coordinator arranges this report to be tabled at the next ordinary Council meeting following the receipt of this report.
- That as a matter of urgency the General Manager, or a suitably qualified person of the General Managers choosing counsels the Subject Person regarding:
  - a) His obligations under the confidentiality provisions of the Code and Council's Media Relations Policy
  - b) His obligations under the provisions of the Local Government Act 1993, including but not limited to the following provisions of the Local Government Act 1993:

Section 10(A)(2) (c), Section

Section 232 (Role of a Councillor)

Section 335 (Functions of the General Manager)

Section 352 (Independence of staff for certain purposes)

Section 439 (Conduct Councillors and others)

Section 440F (Misconduct Provisions)

The implications of the release of confidential information on, but not limited to, the programs of Council, Council's legal obligations, and the communities trust in Council and its administration.

MEETING	FURTHER REPORT REQUIRED	SUBJECT
		<ul> <li>c) His obligations in relation to matters conducted in the Committee of the Whole.</li> </ul>
		d) The impacts and possible consequences of making adverse comments about the programs of the Council.
		<ul> <li>The impacts and possible consequences of adversely commenting on the skills, abilities and work of Council employees (including WHS Obligations)</li> </ul>
		f) The concept of 'acting in the Public Interest' and what obligation a Councillor has in that regard. This counseling should focus on the Councillors obligation to act in the broader public interest or in the interests of the 'whole community'.
		g) The concept of 'leadership' and the obligations of Councillors as outlined in the Office of Local Government's Councillor Handbook.
		<ul> <li>This counseling should occur not later than one month from the time in which this report is tabled at Council.</li> </ul>
		4. That Council resolves to formerly censure the Subject Person for his conduct under the provisions of section 440(G) of the Local Government Act 1993. This censure is to occur at the meeting, or the meeting immediately following Council's consideration of this report.
		<ol> <li>That Council resolves to report the conduct of the Subject Person to the Office of Local Government for consideration under the misconduct provisions, of the Local Government Act 1993, and include the subject person's response statement.</li> </ol>
		6. That the Subject Person issues a public apology for making comments in the media, which brought the Council, Council employees and Council's programs, as it related to the Library and Community lounge project into disrepute. This apology is to be made at the meeting immediately following the tabling of this report.
		<ol> <li>That the Subject Person issues a specific public apology, to Council employees involved in the production of a report to Council concerning the</li> </ol>

MEETING FURTHER REPORT REQUIRED		SUBJECT	
		relocation of the Council's library facilities and for any harm or embarrassment the comments caused them. This apology is to be made at the meeting immediately following the tabling of this report. The Council officers involved in the production of the report, still in the employ of Council are:  Mr Harry Stamboulidis – Chief Finance Officer  Mr Shane Nankivel – Finance Manager  Mr Shane Stenhouse – Asset Planner  Mr Garry Schindler – Asset Inspector  Mr David Zhao – Infrastructure Engineer.	
		<ol> <li>Having consideration to the broader public interest and the serious nature of the breaches, the subject of this investigation, it is recommended that the finding of inappropriate conduct is made public.</li> </ol>	

CARRIED

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13 Apr 2017 - 2:06 PM - Leisa Bartlett

#### Reply yet to be received.

13 Feb 2017 - 9:41 AM - Razija Nu'man

Workshop with Norm Turkington and Assoc (LGNSW) held Thursday 9 February 2017, Staff and Councillor Relationships.

False

10 Feb 2017 - 11:26 AM - Leisa Bartlett

Recommendations of Council have been forwarded to Office of Local Government.

Ordinary Meeting of the Council 14 December 2016

Confidential Matters

# ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 266/16 - DATED DECEMBER 13, 2016 - E0116/5 - LEASING OPPORTUNITIES AT THE TOURIST AND TRAVELLERS CENTRE - CONFIDENTIAL E0116/5

(<u>General Manager's Note</u>: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 266/16 dated December 13, 2016, be received.
- 2. That Council enters into a lease arrangement with JA & JM Gordon Investments Pty Ltd for occupation of Shop 3 at the Tourist and Travellers Centre plus exclusive use of two designated parking spaces located between the trade waste receptacle and the bus wash bay at the Centre.
- 3. That the initial term of the lease be three years with three options to renew the lease each of three years duration.

MEETING	FURTHER REPORT REQUIRED	SUBJECT	
That the initial base re Manager.	ental be \$2,937.00 to be increase	ed by a percentage of outgoings of the Tourist and Travellers Centre, to be negotiated by the General	
5. That the total rental a	mount be reviewed for CPI increa	ases on July 1 each year with the first CPI review to be July 1, 2017.	
6. That all other standard	d lease terms as per the Convey	ancing Act 1919 be included.	
7. That the General Man	ager and Mayor be authorised to	o sign the lease contract under the Common Seal of Council.	
RESOLUTION Minute No. 45422 Councillor T. Kennedy mo Councillor M. Browne sec		That the recommendation of item 24 be adopted.  CARRIED	
03 Apr 2017 - 1:34 PM - Leisa B	artlett		
Lease forwarded to interested le	essee end of March 2017.		
16 Mar 2017 - 1:52 PM - Leisa Ba	artlett		
Council's solicitor has forwarded t	hrough a draft lease for checking.		
09 Feb 2017 - 11:50 AM - Leisa E	Bartlett		
Negotiations are occurring with ap	oplicant regarding final rental amount.		
Ordinary Meeting of the Council 1 December 2016	4 False	General Business	
ITEM 25 - URGENT MOT	ION	16/14	
RESOLUTION Minute No. 45423 Councillor T. Kennedy mo		That, subject to advice from the Office of Local Government, the subject person's legal costs be reimbursed by Council with regards to Code of Conduct complaint BHC160201.	
13 Apr 2017 - 10:40 AM - Leisa Bartlett			
Reply received. Report included COMPLETE	t to April Council Meeting.		

MEETING	FURTHER REPORT REQUIRED	SUBJECT
16 Mar 2017 - 12:22 PM - Leisa Bartlett		
Matter sent to OLG to review, no reply recei	ved to date.	
Ordinary Meeting of the Council 22 February 2017	False	Reports
		13/17 - DATED FEBRUARY 07, 2017 - DEVELOPMENT APPLICATION 448/2004 MODIFICATION TO
CONSENT TO ALLOW FOR MODE SOUTHERN OPERATIONS	DIFIED TRANSPORTA	FION ROUTE AND USE OF A-DOUBLE ROAD TRAINS - ORE TRANSPORTATION FROM POTOSI TO 11/467
SOUTHERN OFERATIONS		11/40/
RESOLUTION		
Minute No. 45466		
Councillor J. Nolan moved Councillor M. Browne seconded	)	4. The Bod and Hill City Co
Councillor W. Browne seconded	,	<ol> <li>That Broken Hill City Council Report No. 13/17 dated February 7, 2017, be received.</li> </ol>
		2. That the Development Application 448/2004 modification be approved to allow
		for the use of A-double road trains for the transportation of ore from Potosi mine site to Southern mine operations following existing approved routes.
		3. That the original Development Consent No. 448/2004 be modified as follows:
		a) Delete conditions 11 (d) (ii) and condition 11 (m) and insert instead.
		<ul> <li>ii. Sealed roadway construction over the total area traversed by A         Double road trains turning into and from the access road, extending         between the northern edge of Kanandah Rd to the Southern         Operations property boundary.     </li> </ul>
		<ul> <li>The maximum size vehicle permitted to transport ore material from Potosi Mine to Southern operations is an A-Double road train of standard configuration.</li> </ul>
		b) Insert new condition - In accordance with clause 16(1) of State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007, prior to the commencement of haulage operations, a driver code of conduct for the task of transporting materials on public roads is to be prepared and implemented.

MEETING FURTHER REPORT SUBJECT

- Insert new condition That rigid framed covers shall be placed and used on all vehicles transporting ore from the Potosi Mine. This shall be in effect by 31 March 2017.
- That Perilya investigates a more effective truck wash to include washing of the sides and tops of mudguards as well as the wheels.
- That Council hold discussions with Perilya regarding the possibility of an alternate truck route through the City from the Potosi Mine to their southern operations.

CARRIED

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17 Mar 2017 - 3:56 PM - Leisa Bartlett

Preliminary disucssions with RMS on 15 March 2017 to investigate possibility of re-routing Melbourne Highway via Menindee Rd and Crystal St. Further meetings are planned for 24 May 2017 in Broken Hill.

DA approval issued. Council will request Perilya to investigate better wheel washing facilities.

Ordinary Meeting of the Council 22 February 2017

False

Confidential Matters

# ITEM 29 - BROKEN HILL CITY COUNCIL REPORT NO. 26/17 - DATED FEBRUARY 14, 2017 - LICENCE TO ROTARY CLUB OF SOUTH BROKEN HILL FOR USE OF LAND AT AIRPORT FOR STORAGE PURPOSES - CONFIDENTIAL 11/197

(General Manager's Note: This report considers a licence agreement and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 26/17 dated February 14, 2017, be received.
- 2. That Council enter a licence agreement with Rotary Club of South Broken Hill for use of a small compound on Lot 1, DP1162606 at the Airport for storage purposes.
- 3. That the licence agreement be for a period of 10 years.
- 4. That due to the Rotary Club of South Broken Hill being a non-profit community organisation, the licence fee for the site be set at a peppercorn rental of \$1.00 per year (no CPI increase to apply) with the total fee for the 10 year licence to be paid in advance.
- 5. That Council be responsible for all legal costs in the set-up of the licence up to the value of \$500.00 and Rotary Club of South Broken Hill be responsible for any additional costs over this amount.

MEETING	FURTHER REPORT REQUIRED	SUBJECT
That all other standard licence :	agreement terms apply	
7. That the Mayor and General Ma	anger be authorised to	execute the licence documents under the Common Seal of Council.
,	anger se aumencea te	
RESOLUTION Minute No. 45483	,	
Councillor J. Nolan moved Councillor T. Kennedy seconded	)	That the recommendation of item 29 be adopted.
06 Apr 2017 - 11:13 AM - Leisa Bartlett		CARRIED
Early April, Council's Solicitor sent lease	documents to South Rotary	of for signature.
17 Mar 2017 - 11:51 AM - Leisa Bartlett	E	
Instructions sent to Council's Solicitor to draw  Ordinary Meeting of the Council 29 March	· •	
2017	False	Notice of Motion
ITEM 1 - MOTIONS OF WHICH NO	OTICE HAS BEEN GIV	EN NO. 3/17 - DATED MARCH 24, 2017 - FUNDING FOR FUTURE TOURIST 11/425
Notice of Motion		
That Motions of Which Notice h	nas been Given No. 3/1	7 dated March 24, 2017, be received.
2. That the Broken Hill City Counc	cil support the St. Pat's	Race Meeting this \$10,000.00 will help grow our tourist numbers.
3. That Council provides \$10,000.	00 for the Silver City R	ace Meeting this race day could have a camp oven cook-off or a food festival.
4. That Council provides \$5,000.0	0 for the Silver City Sho	ow .
RESOLUTION Minute No. 45487		
Councillor M. Browne moved Councillor M. Clark seconded	)	<ol> <li>That Motions of Which Notice has been Given No. 3/17 dated March 24, 2017, be received.</li> </ol>
		<ol> <li>That Council invites the St. Pat's Race Committee, the Silver City Cup Committee and the Silver City Show Committee to apply for financial</li> </ol>

MEETING FURTHER REPORT SUBJECT

assistance through the Community Assistance Grants process which is currently open for Round 1 of 2017/2018.

CARRIED

06 Apr 2017 - 11:03 AM - Leisa Bartlett

The St. Pat's Race Committee already have in place a MOU with Council for \$10,000.00 per year - this makes them ineligible for Community Assistance Grants.

Both the Silver City Cup Race Committee and the Silver City Show Committee had previously been contacted to advise that Round 1 of Community Assistance Grants was open. Both the Silver City Show Committee and the Silver City Cup Race Committee have submitted applications.

COMPLETE

Ordinary Meeting of the Council 29 March 2017

False

Reports

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 38/17 - DATED MARCH 14, 2017 - CORRESPONDENCE REPORT - WATER RELEASES FROM THE MENINDEE LAKES SYSTEM 11/426

#### RESOLUTION

Minute No. 45489

Councillor M. Browne moved )
Councillor B. Licul seconded )

- That Broken Hill City Council Report No. 38/17 dated March 14, 2017, be received.
- That Council invites the State Member to attend (or attend via skype) the next Council Meeting to explain his Menindee Lakes proposal and his view on the Murray Darling Basin Authority Northern Basin Review.

**CARRIED** 

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13 Apr 2017 - 10:46 AM - Leisa Bartlett

Correspondence received from State Member and included in April 2017 Business Paper. COMPLETE

10 Apr 2017 - 2:40 PM - Leisa Bartlett

State Member unable to attend April Council Meeting in person or via skype as he will be travelling at that time. Arrangements being made to set-up a skype meeting with Councillors.

07 Apr 2017 - 6:03 PM - Louise Schipanski

Correspondence sent 4-4-2017

Ordinary Meeting of the Council 29 March

False

Reports

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 40/17 - DATED MARCH 10, 2017 - NOMINATION OF MAYOR TURLEY AS CHAIR OF REGION 4 OF THE MURRAY DARLING ASSOCIATION 11/426

Recommendation

MEETING	FURTHER REPORT REQUIRED	SUBJECT
That Broken Hill City Council Re	port No. 40/17 dated Octo	ober 3, 2017, be received.
2. That Council endorses Mayor Da	arriea Turley to act as Cha	air of Region 4 of the Murray Darling Association until a formal election is held in 12-18 months' time.
3. That Council votes a budget of \$	10,000 to cover Mayor, G	Seneral Manager and support officer expenses to travel to, and arrange meetings.
RESOLUTION Minute No. 45491 Councillor J. Nolan moved Councillor R. Page seconded  07 Apr 2017 - 6:02 PM - Louise Schipanski Correspondence sent 6-4-2017 COMPLETE	)	That the recommendation of item 5 be adopted.  CARRIED
Ordinary Meeting of the Council 29 March 2017	False Re	ports
ITEM 6 BROKEN HILL CITY COUN	CIL REPORT NO. 41/17	- DATED MARCH 21, 2017 - COUNCIL PORTFOLIO SYSTEM 11/249
RESOLUTION Minute No. 45492 Councillor J. Nolan moved Councillor C. Adams seconded	)	<ol> <li>That Broken Hill City Council Report No. 41/17 dated March 21, 2017, be received.</li> </ol>
		<ol><li>That Council trials the new Portfolio System for a period of 12 months with the outcomes reported to Council at expiry of the 12 month period.</li></ol>
		<ol> <li>That Council notes that its Portfolio Councillors were adopted at the first Council Meeting of the newly appointed Council in September 2016.</li> </ol>
		<ol> <li>That Council be presented with a 6 month progress report on the new Portfolio System.</li> </ol>
		CARRIED

MEETING	FURTHER REPORT REQUIRED		SUBJECT	
Ordinary Meeting of the Council 29 March 2017	False	Reports		
ITEM 7- BROKEN HILL CITY COU SOUTH WALES	INCIL REPORT NO.	42/17 - DATED M	IARCH 14, 2017 - MEMBERSHIP ON THE COUNTRY MAYORS ASSOCIAT 11/179	ION OF NEW
Recommendation				
1. That Broken Hill City Council R	teport No. 42/17 date	d March 14, 2017	, be received.	
2. That Broken Hill City Council jo	oins the Country Mayo	ors Association of	New South Wales.	
3. That Mayor Turley be Council's	s voting delegate with	the Deputy Mayo	or being the alternate delegate.	
4. That Council notes that the Ge	neral Manager is also	a voting delegate	e for Council.	
RESOLUTION  Minute No. 45493 Councillor M. Clark moved Councillor C. Adams seconded  07 Apr 2017 - 6:01 PM - Louise Schipanski Correspondence sent on 4-4-2017 COMPLETE	}		That the recommendation of item 7 be adopted.	CARRIED
Ordinary Meeting of the Council 29 March 2017	False	Reports		
ITEM 8 - BROKEN HILL CITY COUNATIONAL SUMMIT	UNCIL REPORT NO.	43/17 - DATED N	MARCH 13, 2017 - ATTENDANCE AT THE 2017 FUTURE OF LOCAL GOVE 11/304	ERNMENT
RESOLUTION Minute No. 45494 Councillor C. Adams moved Councillor M. Clark seconded	}		<ol> <li>That Broken Hill City Council Report No. 43/17 dated March received.</li> <li>That Councillors Browne and Clark attend the 2017 Future of Government National Summit to be held in Melbourne on 25-</li> </ol>	f Local

FURTHER REPORT MEETING SUBJECT REQUIRED CARRIED 07 Apr 2017 - 6:00 PM - Louise Schipanski Councillors Browne and Clark have been registered to attend. Travel and accommodation booked. 7-4-2017 Ordinary Meeting of the Council 29 March False Reports ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 44/17 - DATED JANUARY 30, 2017 - ATTENDANCE AT THE AUSTRALIAN LOCAL GOVERNMENT WOMENS ASSOCIATION CONFERENCE, 4-6 MAY 2017, PENRITH 11/174 RESOLUTION Minute No. 45495 Councillor C. Adams moved 1. That Broken Hill City Council Report No. 44/17 dated January 30, 2017, be Councillor M. Clark seconded received. 2. That Mayor Turley attend the 2017 Australian Local Government Women's Conference to be held in Penrith from May 4-6, 2017. 3. That Councillor interest be provided to the Executive Support Officer by the close of business Friday 7 April 2017 for one additional Councillor delegate to attend. **CARRIED** 07 Apr 2017 - 5:59 PM - Louise Schipanski Mayor has been registered to attend. Travel and accommodation booked. 7-04-2017 COMPLETE Ordinary Meeting of the Council 29 March False Reports ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 45/17 - DATED MARCH 14, 2017 - ATTENDANCE AT THE 2017 NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT TO BE HELD IN CANBERRA ON 18-21 JUNE, 2017 AND CALL FOR MOTIONS 11/304 Recommendation 1. That Broken Hill City Council Report No. 45/17 dated March 14, 2017, be received. 2. That Council be represented at the 2017 National General Assembly of Local Government in Canberra, June 18-21, 2017 by the Mayor, Deputy Mayor and General Manager.

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Printed: Thursday, 13 April 2017 2:19:33 PM FURTHER REPORT MEETING SUBJECT REQUIRED 3. That Council determine motions to the 2017 National General Assembly of Local Government in line with the Assembly's eligibility principles; and such motions be submitted by April 21, 2016 along with a copy of the supporting Council resolution. RESOLUTION Minute No. 45496 Councillor J. Nolan moved That the recommendation of item 10 be received. Councillor D. Gallagher seconded **CARRIED** 07 Apr 2017 - 5:58 PM - Louise Schipanski Mayor, Deputy Mayor and General Manager have been registered to attend. Travel and accommodation has been booked. 4-4-2017 Ordinary Meeting of the Council 29 March False Reports ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 48/17 - DATED MARCH 06, 2017 - SERVICE REVIEW FRAMEWORK 13/94 Recommendation 1. That Broken Hill City Council Report No. 48/17 dated June 3, 2017, be received. 2. That Council endorse the Broken Hill City Council Service Review Framework. RESOLUTION Minute No. 45499 Councillor C. Adams moved That the recommendation of item 13 be adopted. Councillor B. Licul seconded CARRIED 13 Apr 2017 - 2:11 PM - Leisa Bartlett Service Reviews have commenced with the first departments being the Visitor Information Centre and the Customer Relations department at Council's Administrative Centre. COMPLETE Ordinary Meeting of the Council 29 March False Reports ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 49/17 - DATED MARCH 07, 2017 - DRAFT HERITAGE STRATEGY 2017 - 2020 11/129 Recommendation

1. That Broken Hill City Council Report No. 49/17 dated March 7, 2017, be received.

MEETING	FURTHER REPORT REQUIRED	SUBJECT
2. That the draft Heritage Strategy	y 2017 – 2020 be place	d on public exhibition for 28 days and the relevant stakeholders be invited to comment
That Council receives a further draft Heritage Strategy for 2017		n of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the
RESOLUTION Minute No. 45500 Councillor J. Nolan moved Councillor C. Adams seconded	}	That the recommendation of item 14 be adopted.  CARRIED
06 Apr 2017 - 11:09 AM - Leisa Bartlett  Draft Heritage Strategy placed on public ex	xhibition closing 28 April 20	017.
COMPLETE		
Ordinary Meeting of the Council 29 March 2017	False	Reports
ITEM 15 - BROKEN HILL CITY CO	OUNCIL REPORT NO. 5	50/17 - DATED DECEMBER 23, 2016 - DRAFT AGENCY INFORMATION GUIDE 2017 11/118
Recommendation		
1. That Broken Hill City Council R	eport No. 50/17 dated [	December 23, 2016, be received.
2. That Council review the Draft A	Agency Information Guid	le.
That Council endorse the Draft Information Guide.	Agency Information Gu	ide for release to the Information Commissioner for review and potential guidance on the Draft Agency
Minute No. 45501 Councillor D. Gallagher moved Councillor R. Page seconded	}	That the recommendation of item 15 be adopted.  CARRIED
07 Apr 2017 - 11:43 AM - Razija Nu'man Resolution of Council and copy of report f	forwarded to Information Pr	ivacy Commissioner on 5 April 2017 with email response received from IPC on 6 April 2017.

MEETING SUBJECT REQUIRED Ordinary Meeting of the Council 29 March False Reports ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 51/17 - DATED MARCH 15, 2017 - DRAFT CEMETERY MANAGEMENT POLICY FOR PUBLIC EXHIBITION 13/163 Recommendation 1. That Broken Hill City Council Report No. 51/17 dated March 15, 2017, be received. 2. That Council endorse the Draft Cemetery Management Policy for the purpose of public consultation. 3. That the Draft Cemetery Management Policy be exhibited for public comment for a 28 day period. 4. That the Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the Draft Cemetery Management Policy. RESOLUTION Minute No. 45502 Councillor T. Kennedy moved That the recommendation of item 16 be adopted. Councillor M. Browne seconded **CARRIED** 06 Apr 2017 - 11:10 AM - Leisa Bartlett Draft Policy placed on public exhibition closing 28 April 2017. COMPLETÉ Ordinary Meeting of the Council 29 March False Reports ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 52/17 - DATED MARCH 15, 2017 - DRAFT REVISED MEDIA RELATIONS POLICY 12/14 Recommendation 1. That Broken Hill City Council Report No. 52/17 dated March 15, 2017, be received.

4. That Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the

FURTHER REPORT

2. That Council endorses the draft revised Media Relations Policy for the purposes of public consultation.

3. That the draft revised Media Relations Policy be exhibited for public comment for a period of 28 days.

draft revised Media Relations Policy.

**FURTHER REPORT** MEETING SUBJECT REQUIRED RESOLUTION Minute No. 45503 Councillor T. Kennedy moved That the recommendation of item 17 be adopted. Councillor B. Licul seconded **CARRIED** 06 Apr 2017 - 11:11 AM - Leisa Bartlett Draft Policy placed on public exhibition closing 28 April 2017. COMPLETE Ordinary Meeting of the Council 29 March

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 53/17 - DATED MARCH 14, 2017 - DEVELOPMENT APPLICATION FOR THE DEVELOPMENT OF A NEW ANIMAL POUND FACILITY AT LOT 1 DP 1162606 11/467

#### Recommendation

1. That Broken Hill City Council Report No. 53/17 dated March 14, 2017, be received.

False

2. That consent be granted for Development Application 4/2017 for an animal pound facility at Lot 1 DP 1162606, No. 86 Airport Road, Broken Hill subject to the following conditions:

#### General

1. This consent relates to an Animal Pound Facility at Lot 1 DP 1162606, No. 86 Airport Road, Broken Hill, comprising:

Reports

- 20 dog cages,
- An office with future amenities,
- A cattery and veterinary room,
- A carport and patio with shade sail,
- Exercise yards,
- a dangerous dog enclosure,
- a shipping container, and
- car parking for 5 vehicles including a space for persons with disabilities.

MEETING FURTHER REPORT SUBJECT

And as described and shown on the following documents submitted with the development application:

- · Statement of Environmental Effects prepared by Broken Hill City Council,
- Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 2 of 5, C-005/16 Site and Contour Plan by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 3 of 5, C-005/16 Reinforced Concrete Footing & Slab Layout, Steelwork Marking Plan by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 4 of 5, C-005/16 Electrical, IT & Security Services, Sections and floor plans by Kenx Design Associates Pty Ltd dated 21 January 2017,
- Drawing No 5 of 5, C-005/16 Details by Kenx Design Associates Pty Ltd dated 21 January 2017, and
- Soil Testing Report prepared by CivilTest Pty Ltd dated 6 December 2016.

#### Notes:

Any alteration to the plans and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s96 of the Act, or a fresh development application. No works, other than those approved under this consent, shall be out without the prior approval of Council.

#### CONDITIONS THAT MUST BE COMPLIED WITH BEFORE WORK CAN COMMENCE

2. Notice of Commencement

Notice must be given to Council at least two (2) days prior to the commencement of building work.

3. Principal Certifying Authority/Construction Certificate

The following must be undertaken before any building works can commence:

- (a) A Principal Certifying Authority (PCA) must be appointed; and
- (b) A Construction Certificate must be obtained from either Council or an accredited certifier.
- 4. Existing services and damage to public assets

MEETING FURTHER REPORT SUBJECT

Prior to the commencement of any work(s) associated with this development:

- (a) The developer or his agent shall undertake a site inspection of the adjacent kerbs, gutters, carriageway, reserves and the like and document evidence of any damage to existing assets. Failure to identify existing damage will result in all damage detected after completion of the building work being repaired at the applicant's expense. Any damage to the adjacent kerb, gutter, footpath/road reserve area, carriageway and the like that occurs during development works shall be repaired by the applicant; and
- (b) The developer or his agent must check that the proposed works are not affected by any Council, energy utility, telecommunications, gas service or other services. Any required alterations to services will be at the developer's expense.
- 5. Supervision of works

Prior to the commencement of any works, Council shall be advised in writing of the name of the person/company nominated to be responsible for construction works including erosion and sediment control measures.

#### 6. Sign - Supervisor Contact Details

The person/company responsible for the construction of site works must erect a sign at the site in a visible position with that person/company's name, license number, site address and contact number, and the name of the Principal Certifying Authority, accreditation number and telephone number, where the Principal Certifying Authority is not the Council.

#### 7. Protection of existing vegetation

No vegetation is to be removed from Lot 1 DP 1162606 or adjoining land at any time other than is necessary to construct and operate the animal pound facility within the site area shown on Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017, and Drawing No 2 of 5, C-005/16 Site and Contour Plan by Kenx Design Associates Pty Ltd dated 21 January 2017, and to provide access to the facility. All existing trees/vegetation that are within 6 metres of any works on the subject site, are to be marked with temporary barrier fencing external to the base of the tree. This must be inspected and approved by the Principal Certifying Authority.

#### CONDITIONS THAT MUST BE COMPLIED WITH BEFORE A CONSTRUCTION CERTIFICATE CAN BE ISSUED

#### 8. Erosion and Sediment Control Plan

MEETING FURTHER REPORT SUBJECT

An Erosion and Sediment Control Plan and accompanying specifications for the construction phase of the works based on the Landcom manual "Soils and Construction, Managing Urban Stormwater, Vol 1 4th Edition, March 2004", shall be lodged for approval with the application for a Construction Certificate. All controls must be implemented, inspected and approved prior to the commencement of any site works.

#### 9. Stormwater and wastewater management

The stormwater and wastewater management system is to be designed to comply with the Trade Waste requirements of Essential Water. Details are to be submitted with the application for a construction certificate.

#### 10. Waste Minimisation and Management

A Waste Management Plan must be prepared that complies with the NSW DECC Environmental Guidelines: Classification and Management of Liquid and Non-liquid Wastes and lodged for approval with the application for a Construction Certificate. A copy of the approved plan shall be lodged with Council prior to the issue of the Construction Certificate.

#### 11. Driveway access plan

A plan that shows a layback driveway entrance to the site of the animal pound facility that is in accordance with Council's engineering specifications shall be lodged with Council prior to the issue of the Construction Certificate.

#### CONDITIONS RELATING TO THE APPROVED WORK AND SITE MANAGEMENT

#### 12. Soil and Water Management

All site works shall be undertaken in accordance with the Erosion and Sediment Control Plan and measures must be taken to ensure erosion and subsequent sediment movement off-site does not occur.

#### 13. Geo-technical requirements

Plans submitted with the application for a construction certificate must comply with the recommendations provided in the Soil Testing Report prepared by CivilTest Pty Ltd dated 6 December 2016.

#### 14. Waste Management

FURTHER REPORT SUBJECT REQUIRED

All waste must be contained within the site during construction and then be recycled in accordance with the approved Waste Management Plan or removed to an authorised waste disposal facility. No waste shall be placed in any location or in any manner that would allow it to fall, descend, blow, wash, percolate or otherwise escape from the site.

15. Construction hours/storage

To limit the impact of the development on adjoining properties, the following must be complied with:

- (a) All construction work shall be restricted to the hours of 7:00am to 5:00pm Monday to Friday and 8:00am to 1:00pm Saturdays. No construction work shall take place on Sundays or Public Holidays,
- (b) The storing of construction equipment/materials, soil, spoil, or rubbish external to Lot 1 DP 1162606 is prohibited other than on the adjoining road reserve, and
- (c) The parking of machinery or vehicles shall only be on Lot 1 DP 1162606 in the immediate vicinity of the works area or on the adjoining road reserve.
- 16. Landscaping

Landscaping is to be out as shown on Drawing No 1 of 5, C-005/16 Ground Plan and Elevations by Kenx Design Associates Pty Ltd dated 21 January 2017.

17. Building Code of Australia

All building work must be out in accordance with the requirements of the Building Code of Australia.

CONDITIONS THAT MUST BE COMPLIED WITH BEFORE AN OCCUPATION CERTIFICATE CAN BE ISSUED

18. Compliance with conditions

Conditions 14 (Landscaping) shall be complied with and completed prior to the issue of an Occupation Certificate for the approved development.

19. Occupation Certificate

An Occupation Certificate must be issued by the Principal Certifying Authority (PCA) before the building is used or occupied. If Council is the appointed PCA for this project, a minimum of twenty four (24) hours' notice must be given to Council to make an inspection of the work.

CONDITIONS THAT RELATE TO ONGOING MANAGEMENT OF THE PROPOSED DEVELOPMENT

FURTHER REPORT SUBJECT REQUIRED

16. Site Management and Maintenance

The proprietor shall at all times be responsible for on-going site management and maintenance in accordance with the following:

- (a) The use of the approved development must not:
- (i) cause transmission of vibration to any place of different occupancy,
- (ii) cause 'Offensive Noise' as defined in the Protection of the Environment Operations Act 1997, or
- (iii) Impact upon the amenity of any adjoining property or tenancy by reason of the emission of noise, dust, fumes, odour, vibration, electrical interference or otherwise.
- (b) Council must ensure that the facility is well maintained in consideration of the visual amenity of the area.
- 17. Ongoing operations

The ongoing care and management of animals kept within the facility should have regard to the standards set out in the NSW Animal Welfare Code of Practice No 5 – Dogs and Cats in animal boarding establishments.

18. Signage

Signage is to comprise a business identification sign and directional signs. All signage is to comply with the provisions of Broken Hill Development Control Plan 2016.

#### REASONS FOR CONDITIONS

Conditions of consent have been imposed to ensure that:

- 1. the proposed development achieves the objects of the *Environmental Planning and Assessment Act 1979* and complies with the provisions of relevant environmental planning instruments
- 2. the relevant public authorities have been consulted and their requirements met or arrangements made for the provision of services to the satisfaction of those authorities

Printed: Thursday, 13 April 2017 2:19:33 PM **FURTHER REPORT MEETING** SUBJECT REQUIRED 3. the protection of the amenity and character of land adjoining and in the locality of the proposed development 4. any potential adverse environmental, social or economic impacts of the proposed development are minimised or mitigated 5. all traffic, car parking and access requirements arising from the development are addressed 6. the development does not conflict with the public interest RESOLUTION Minute No. 45504 Councillor D. Gallagher moved That the recommendation of item 18 be adopted. Councillor C. Adams seconded **CARRIED** Ordinary Meeting of the Council 29 March Reports ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 55/17 - DATED MARCH 15, 2017 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 367 HELD TUESDAY FEBRUARY 7, 2017 AND MEETING NO 368 HELD TUESDAY MARCH 7, 201711/397 Recommendation 1. That Broken Hill City Council Report No. 55/17 dated March 15, 2017, be received. 2. That the minutes for the Local Traffic Committee Meeting No. 367, held February 7, 2017, be received and recommendations within minutes be adopted. 3. That the minutes for the Local Traffic Committee Meeting No. 368, held March 7, 2017, be received and recommendations within minutes be adopted. RESOLUTION Minute No. 45506 Councillor D. Gallagher moved That the recommendation of item 20 be adopted. Councillor M. Clark seconded

**CARRIED** 

That Broken Hill City Council Report No. 57/17 dated December 5, 2016, be received.
 That Council adopt the Section 355 Asset Committee Manual
 That Council adopt the Section 355 Advisory Committee Manual

Committee Reports

ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 57/17 - DATED DECEMBER 05, 2016 - SECTION 355 ADVISORY AND ASSET COMMITTEE

RESOLUTION

Minute No. 45508
Councillor T. Kennedy moved
Councillor M. Browne seconded

That the recommendation of item 22 be adopted.

SUBJECT

16/94

13 Apr 2017 - 2:12 PM - Leisa Bartlett

MEETING

Ordinary Meeting of the Council 29 March

FRAMEWORKS AND CONSTITUTIONS

All processes complete to adopt Frameworks and Constitutions.

Ordinary Meeting of the Council 29 March

False

FURTHER REPORT

REQUIRED

False

4. That Council adopt the Section 355 Constitutions for all eleven Section 355 Committees

5. That all previous Frameworks and Constitutions become obsolete and be removed from Council's website.

Committee Reports

ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 58/17 - DATED MARCH 15, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES 11/9

#### Recommendation

- 1. That Broken Hill City Council Report No. 58/17 dated March 15, 2017, be received.
- 2. That the Constitution of the Broken Hill Regional Art Gallery Advisory Committee be amended to include an additional community representative.
- 3. That Clark Barrett be appointed as a community representative on the Broken Hill Regional Art Gallery Advisory Committee.
- 4. That Ann Evers be appointed as a community representative on the Riddiford Arboretum Community Committee.

**CARRIED** 

Printed: Thursday, 13 April 2017 2:19:33 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT		
RESOLUTION  Minute No. 45509 Councillor T. Kennedy moved Councillor J. Nolan seconded  06 Apr 2017 - 5:04 PM - Leisa Bartlett Letters sent to new community reps an COMPLETE	) ) d also to Committee Chair/Se	That the recommendation of item 23 be adopted.  CARRIED ecretary.		
Ordinary Meeting of the Council 29 March 2017  ITEM 25 - BROKEN HILL CITY HELD MARCH 13, 2017	raise	Committee Reports  60/17 - DATED MARCH 15, 2017 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETING 12/54		
RESOLUTION Minute No. 45511 Councillor C. Adams moved Councillor J. Nolan seconded	)	<ol> <li>That Broken Hill City Council Report No. 60/17 dated March 15, 2017, be received.</li> <li>That minutes of the Picton Oval Community Committee Meeting held March 13, 2017 be received.</li> <li>That Council's Park and Gardens staff be thanked for their prompt action to attend to matters at the Picton Oval.</li> </ol>		
	13 Apr 2017 - 2:13 PM - Leisa Bartlett  Message of thanks passed on to relevant Park and Gardens staff.  COMPLETE			
PARTNERSHIP AGREEMENT - (General Manager's Note: This which provides for commercial ir	COUNCIL REPORT NO. CONFIDENTIAL report considers a partner of the confidential conf	Confidential Matters  61/17 - DATED MARCH 09, 2017 - REGIONAL EXPRESS AIRLINES - PROPOSED AMENDMENT TO  11/1  ership agreement and is deemed confidential under Section 10A(2) (d) of the Local Government Act, 1993 all nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) puncil; or (iii) reveal a trade secret).		

MEETING FURTHER REPORT SUBJECT

#### Recommendation

- 1. That Broken Hill City Council Report No. 61/17 dated March 9, 2017, be received.
- 2. That correspondence from Regional Express Airlines dated March 8, 2017 regarding a proposed agreement for the introduction of a community fare be received and noted.
- 3. That Council advise Regional Express Airlines of its agreement to the terms of the proposal, noting that:
  - Rex will introduce a \$199.00 Community Fare on available seats, 24 hours prior to departure on the direct week day flights between Broken Hill and Sydney.
  - b) Broken Hill City Council will provide a full head tax waiver on any Community Fare seats sold.
  - c) Broken Hill City Council will provide assistance by locally promoting the introduction of the new Rex Community Fares.

Ordinary Meeting of the Council 29 March

False

Confidential Matters

ITEM 28 - BROKEN HILL CITY COUNCIL REPORT NO. 62/17 - DATED MARCH 15, 2017 - T17/1 DESIGN AND RECONSTRUCTION OF FAILED SEALED PAVEMENT SECTIONS OF BLENDE STREET AND KANANDAH ROAD - TENDER SUBMISSIONS - CONFIDENTIAL T17/1

(<u>General Manager's Note</u>: This report considers a tender and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

#### Recommendation

- 1. That Broken Hill City Council Report No. 62/17 dated March 15, 2017, be received.
- 2. That GBM CONSULTING SERVICES PTY LTD be awarded the Contract for Tender T17/1
- 3. That Council accept the lump sum fee of \$571,001 ex. GST for all tendered works under T17/1.

Minute No. 45513

Councillor J. Nolan moved
Councillor D. Gallagher seconded

That the confidential reports be considered in open session.

That the recommendations of items 27 and 28 be adopted.

CARRIED

Page 638

13 Apr 2017 - 2:14 PM - Leisa Bartlett

Contract has been awarded and work will commence mid May.

MEETING	FURTHER REPORT	SUBJECT
WIEETING	REQUIRED	SUBJECT

Council report going to Feb Council meeting 2017

21 Nov 2016 - 1:09 PM - Andrew Bruggy

Awaiting finlsation of acceptable design

20 Sep 2016 - 2:07 PM - Leisa Bartlett

Lease has been drafted and is being reviewed by the Lessor's Solicitor.

20 Jun 2016 - 4:22 PM - Andrew Bruggy

Neogitations commenced with landlord

# **COMMITTEE REPORTS**

1.	BROKEN HILL CITY COUNCIL REPORT NO. 74/17 - DATED APRIL 12, 2017 - NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL \$255 COMMUNITY SECURITY OF COUNCIL \$255	642
	S355 COMMITTEES (11/9)	042
2.	BROKEN HILL CITY COUNCIL REPORT NO. 75/17 - DATED APRIL 07, 2017 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD OCTOBER 27, 2016 AND MARCH 8, 2017 (15/87)	649
3.	BROKEN HILL CITY COUNCIL REPORT NO. 76/17 - DATED APRIL 10, 2017 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETING HELD APRIL 3, 2017 (12/54)	657

Ordinary Council 26 April 2017

#### ORDINARY MEETING OF THE COUNCIL

April 12, 2017

## ITEM 1

## BROKEN HILL CITY COUNCIL REPORT NO. 74/17

SUBJECT: NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL
S355 COMMITTEES 11/9

## Recommendation

- 1. That Broken Hill City Council Report No. 74/17 dated April 12, 2017, be received.
- 2. That Peter Rawlins be appointed as a community representative on the Picton Oval Community Committee.
- 3. That Lyndon Pace be appointed as a community representative on the ET Lamb Memorial Oval Community Committee.
- 4. That Andrew Smith be appointed as a community representative on the Riddiford Arboretum Community Committee.

## **Executive Summary:**

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Ordinary Council 26 April 2017

## Report:

As per Council's adopted Asset and Advisory Committee Framework which states that:

 Committees are to be appointed every four (4) years, three (3) months after the Local Government General Election. The term of office for all Committees will be aligned to the term of office of the current Council (four years).

 All positions will be declared to be vacant two (2) months after the Local Government Election.

Council advertised for nominations for community representatives on its Section 355 Committees for the current term of Council (September 2016 to September 2020), during November 2016 and then again during January 2017. All applications received during these period have previously been presented to Council with all nominations supported.

Council has now received further nominations from the following members of the public to join a Section 355 Committee:

Name of Committee	Number of current community members	Number of vacancies in community member positions	Number of further nominations received	Name of Nominee
ET Lamb Memorial Oval Community Committee	0	12	1	Lyndon Pace
Picton Oval Community Committee	5	4	1	Peter Rawlins
Riddiford Arboretum Community Committee	7	5	1	Andrew Smith

The report is presented to Council to consider the nominations received and to appoint community representatives to the Section 355 Committees.

# **Strategic Direction:**

Key Direction: Our Leadership

Objective: Openness and Transparency in Decision Making

Function: Leadership and Governance

DP Action: Maintain good governance and best practice methods and ensure

compliance with various guidelines and legislation

Key Direction: Our Leadership
Objective: We Unite to Succeed

Function: Leadership and Governance

DP Action: Support Council's section 355 Committees in undertaking their duties

with Council

## **Relevant Legislation:**

Section 355 of the *Local Government Act 1993*Council's adopted S355 Asset Committee Framework and Constitutions.

## **Financial Implications:**

There are no financial implications.

Ordinary Council 26 April 2017

# **Attachments**

1.  $\underline{\mathbb{J}}$  Nomination forms received for S355 Committees

JAMES RONCON GENERAL MANAGER



# 355 COMMITTEE NOMINATION FORM COMMUNITY STRATEGIC PLAN ROUND TABLE COMMITTEE COMMUNITY REPRESENTATIVE

Please complete this form as accurately as possible and return to <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>
<a href="mailto:section">SECTION 355 COMMITTEE</a>

Name of Committee:  PERSONAL DETAILS Name:  Address:  PROCESS JULY	
Name: KOTOR/ NAWLING	
Address:  PROKEN JILL	
Contact Number: Home Mobile:	
Email:	
COMMITTEE DETAILS	
Are you currently a committee member of any organisation or committee? If yes, please provide details:	
No.	
Please outline your interest in the Community Strategic Plan:	
To Assist Paron CUAS - Comminos	
Please outline details of any relevant experience / governance experience to this committee:	
<i>V</i> , /	

355 COMMITTEE NOMINATION FORM - COMMUNITY STRATGEIC PLAN ROUND TABLE COMMITTEE

Page 1 of 2

# NOMINATIONS FOR COMMUNITY MEMBERSHIP OF COUNCIL S355 COMMITTEES

What is your previous experience with any	No 1
committee? Please list name/s of committee/s	
and period/s of service:	
Please provide your ability	
to represent the community:	
Please provide any other	
relevant information:	,
	$\mathcal{N}$
PRIVACY STATEMENT	onal information in accordance with the Privacy and Personal Information Protection Act 1998.
The purpose for collecting your appointment to a \$355 Commi	r personal information is to obtain and record contact details and to assess your suitability for liftee.
contractors or other agents co	personal information collected includes Council officers, \$355 Committee members, and ntracted by Council. If you nominate for a position on a committee, your name will be made s Business Papers and on Council's website. Your contact details will not be made public
The supply of the information is	voluntary. If you cannot provide or do not wish to provide the information sought, Council may
You may make application for in accordance with the Act. Er	access or amendment to information held by Council. Council will consider any such application nquiries concerning this matter can be directed to the Public Officer via email
council@brokenhill.nsw.gov.au Your information will be collect	or addressed to Broken Hill City Council, 240 Blende Street. led and stored by Broken Hill City Council, 240 Blende Street.
Signature	1 100 S note: 3-2-17
Signature	DOTES A RIFW/100R
Printed Name	

355 COMMITTEE NOMINATION FORM - COMMUNITY STRATGEIC PLAN ROUND TABLE COMMITTEE

Page 2 of 2



# 355 COMMITTEE NOMINATION FORM

Please complete this form as accurately as possible and return to <u>council@brokenhill.nsw.gov.au</u>

PERSONAL DETAILS  Name: Lync  Address:	amb Memorial Oval Community Committee  don Pace  en Hill NSW 2880  me: Mobile:			
Name: <u>Lync</u> Address:	en Hill NSW 2880 ne: Mobile:			
Address:	en Hill NSW 2880 ne: Mobile:			
	ne: Mobile:			
Brok	ne: Mobile:			
Contact Number: Ho	E. D. 2005 T. 18.0 1.0. 1.0. 1.0. 1.0. 1.0. 1.0. 1.0.			
Email:	E. D. 2005 T. 18.0 1.0. 1.0. 1.0. 1.0. 1.0. 1.0. 1.0.			
COMMITTEE DETAILS				
would like to be d	As a Committee member of the Outback Rugby League I believe that the oval is an important part of Broken Hill & Surrounding communities lives. I believe that i will help in making the oval a better place to use.			
Please outline details of any relevant experience to this committee:	above			
what is your previous experience with any committee? Please list name/s of committee/s Reg	Chairperson - Broken Hill Youth Council Chairperson - Outback Indent  Regional Rep - NSW SES VA Secretary - Outback Rugby League			
Please detail any other relevant information:				
The purpose for collecting your per- appointment to a \$355 Committee. The intended recipients of the persicontractors or other agents contra- included on Council's website and The supply of the information is volu- not be able to process your applica- You may make application for accept	onal information is to obtain and record contact details and to assess your suitability for onal information collected includes Council officers, \$355 Committee members and steed by Council. If appointed to a committee, your name and contact details may be in Council's Business Papers.  Intory, If you cannot provide or do not wish to provide the information sought, Council may			

AUSTRALIAIS FIRST HERITAGE LISTED CITY.



# 355 COMMITTEE NOMINATION FORM

Please complete this form as accurately as possible and return to <u>council@brokentill.nsw.gov.ou</u>

SECTION 355 COMMITTEE						
Name of Committee:	Riddigod Acharetur community comile					
PERSONAL DETAILS						
Name:	Andrew Smith					
Address:						
Contact Number:	Home: _	Mobile:				
Email:		A A March Andrew (Miller of the Art of the A				
COMMITTEE DETAILS  Please outline why you would like to be a member of this committee:	Third read in the 90% is to be more involved in the ar an arrest to ear 1	leahse city.	I see the albertum			
Please outline details of any relevant experience to this committee:	stage oct on 3 sest fundamina, committies in the post - rock.					
What is your previous experience with any committee? Please list name/s of committee/s and period/s of service:	As above in provident of the municipals Scot Committee 2005-2004 (274-4)					
Please detail any other relevant information:	13 year ADF, Com	117 Englycul of	feritys			
The purpose for collecting you appointment to a \$355 Comm The intended recipients of the contractors or other agents or included on Council's website. The supply of the information into the able to process your of you may make application to in accordance with the Act. Ex	personal information collected include ontracted by Council. If appointed to eand in Council's Business Papers, s voluntary. If you cannot provide or d	record contact details are les Council officers, \$355 C a committee, your name of a not wish to provide the in a held by Council, Council e directed to the Public Of	nd to assess your suitability for committee members and and contact details may be information sought, Council may will consider any such application fficer.			
Signature	Sign Here		7/4/17			
Printed Name	Andrew Gazay 1	milh				

#### ORDINARY MEETING OF THE COUNCIL

April 7, 2017

## ITEM 2

## BROKEN HILL CITY COUNCIL REPORT NO. 75/17

SUBJECT: MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE

MEETINGS HELD OCTOBER 27, 2016 AND MARCH 8, 2017 15/87

## Recommendation

1. That Broken Hill City Council Report No. 75/17 dated April 7, 2017, be received.

2. That the minutes of the Broken Hill Heritage Committee Meetings held October 27, 2016 and March 8, 2017 be received and noted.

## **Executive Summary:**

Council has received minutes from the Broken Hill Heritage Committee for its meetings held October 27, 2016 and March 8, 2017 for endorsement by Council.

## Report:

As per Council's Section 355 Advisory Committee Framework Manual and the Constitution of the Broken Hill Heritage Committee (both adopted March 2017), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the Broken Hill Heritage Committee has submitted minutes from its meetings held October 27, 2016 and March 8, 2017 for Council's endorsement.

## **Strategic Direction:**

Key Direction: 2. Our Economy

Objective: 2.2 We are a destination of choice and provide a real experience that

encourages increased visitation

Function: Tourism Development

DP Action: 2.2.1.12 Investigate opportunities arising from Broken Hill's listing as

a heritage city

Key Direction: 3. Our Environment

Objective: 3.3 Proactive and responsible planning supports the community and

the environment

Function: Built Environment

DP Action: 3.3.1.2 Implement the recommendations of the Heritage Strategy in

relation to all objectives to preserve and enhance the heritage of the

city

## **Relevant Legislation:**

The Broken Hill Heritage Committee operates under Council's S355 Advisory Committee Framework Manual, the Broken Hill Heritage Committee Constitution and the *Local Government Act*, 1993 (Section 355).

## **Financial Implications:**

Nil.

## **Attachments**

- 1. Umail Minutes Broken Hill Heritage Committee 27/10/2016
- 2. Umail Minutes Broken Hill Heritage Committee 08/03/2017

JAMES RONCON GENERAL MANAGER

## **Broken Hill Heritage Committee**

## Aged Persons' Rest Centre 6.30pm Thursday 27 October 2016

#### **Minutes**

<u>Present:</u> Mayor Darriea Turley (Chairperson) Councillor Marion Browne (Vice Chairperson) Councillor Christine Adams (Secretary) Councillor Maureen Clarke (Alt Councillor Rep) Andrew Gosling Fran McKinnon OAM

<u>Apologies:</u> Paula Williams Susan Olsen Larry Angell Anne Andrews Moved Marion Browne; Seconded Andrew Gosling.

Minutes from Previous Meeting Moved Marion Browne; Seconded Fran McKinnon

## **Business arising from minutes:**

- Liz Vines has accepted membership on the Heritage Committee. Committee to discuss strategic plan with Liz at a date to be decided after the mayor verifies availability with Liz.
- Mayor Turley verified Council's ruling of new/renewed membership for all 355 committees would override motion put at last committee meeting. Therefore 2016-17 nominations for committee membership are now open. Secretary to email link to members. Moved Fran Seconded Andrew.

## Further Business: De brief of weekend.

The Chairperson congratulated committee members on a job well done and thanked them for their commitment. She also expressed her thanks to Council staff for their valuable contribution to all events.

## Trades Hall

- Trades Hall Exhibitions/ competitions. Very successful once up & running.
- Trades Hall Trust indicated not enough communication took place re them and the committee. Their suggestion is more communication between them and those

- involved in the exhibitions etc. It was decided next year we would consider forming a sub-committee that would work with the Trades Hall Trust.
- Councillor Clarke advised The Trades hall Trust has nominated her as the liaison officer between the Trust and the Heritage Committee.

## **Miners' Memorial Service**

- Was brilliant with no hassles. Special thanks to council staff that provided and assisted with seating and sound system. That included packing up in the afternoon.
- Only disappointment was the low numbers that used the bus.
- Suggestion: Perhaps ask school choirs to sing each year. This would encourage more families to attend.

## **Community Picnic**

- Wheelbarrow Race was thoroughly enjoyed by all. Hopefully this will grow into a larger event in the future.
- Discussion took place around the following suggestions:
  - 1. Perhaps a twilight event?
  - 2. Long table picnic where everyone brings their own food.
  - 3. Drinks Ice Creams on sale.

These topics will be considered at a later date.

### General:

- Comments that advertising was confusing.
- Suggestion that we use television next year-Do we do this instead of flyers?
- Medallions arrived with spelling mistake and were unable to be given to participants.
- Council has ordered medallions for all those that submitted art/photography and the wheelbarrow race.
- Letters of thanks written to sponsors; waiting Mayor's signature.
- Letter of thanks in paper.

Next meeting to discuss Strategic Plan. Date to be advised.

#### **Broken Hill Heritage Committee**

#### Wednesday 8 March 2017-5.30pm

#### **Council Chambers**

## **MINUTES**

<u>Present:</u> Mayor Darriea Turley (Chairperson), Councillor Christine Adams (Secretary), Councillor Marion Browne, Francois Van Der Berg (BHCC Manager Planning Development and Compliance), Andrew Gosling, Gareth Thomas, Susanne Olsen Tracy Fraser

Via Telelink: Hon. Acting Justice Simon Molesworth AO QC, Paula Williams

Apologies: Councillor Maureen Clark, Liz Vines (BHCC Heritage Advisor)

The Chair welcomed members to the first meeting for 2017 with particular acknowledgement of the new members and BHCC Manager Planning Development and Compliance Francois Van Der Berg.

Minutes from Previous Committee Meeting: Accepted.

Business arising from minutes moved to Further Business for discussion.

#### **Further Business:**

#### 2017 Miners' Memorial Weekend

- Secretary to tentatively reserve Sturt Park Sat 8 & Sunday 9 October 2017 to avoid duplication of events at Sturt Park.
- Investigate moving annual miners' memorial service to Saturday closest to 8 October to accommodate those that attend church service on Sunday mornings.
- Investigate possibility of community picnic becoming a twilight event on 8 October 2017.
- Contact Hash Harriers re Wheelbarrow Race
- Contact with Trades Hall re participation

## Create an event calendar 2017+

- 2hr workshop at Charles Rasp Library. Monday 27 March commencing 6pm. Members are encouraged to share their ideas at this workshop. 2017 events already identified:
  - 1. Broken Hill Hospital 130 year celebration-9 May 2017.
  - 2. 2017 Heritage Near Me

#### 2017 Heritage Awards:

- Selection panel for Heritage Awards: Liz Vines, Susanne Olsen, Tracy Fraser, Marion
   Browne
- Francois to call meeting of selection panel.
- Paula & Susan to prepared Power Point presentation for Liz.
- Heritage Award Ceremony Monday 10 April-has been verified with Liz Vines.

## 2017 Heritage Week: 18 April-21 May: Theme "Having a Voice"

- Check Albert Kersten Mining & Mineral Museum, Art Gallery, ABC Open, WDA and others re participation.
- Consider pop-up exhibitions in empty Argent Street Shops
- Contact Museum Advisor re working with museums re an Open Day
- Possibility of museum tours?
- Contact Jason King re film contribution to Heritage Week.
- Use media to contact community for ideas. Eg small private collections possibly available for pop up locations.
- · Open Day for private collections? Eg Don Mudie.

## Constitution/Strategic Plan/ Terms of Reference:

The minutes of the special meeting held on 27 October 2016 have not been ratified by council as there were items that had to be addressed and amended. Francois reported the Heritage Strategic Plan for 2017-2020 is almost finalised and will be presented at the March meeting. There are 90 Directives that must conform with Legislation. We as a heritage committee will have the opportunity to discuss the paper. The Chair proposed we do so at the April Committee meeting.

The next meeting will be on Monday 10 April 5pm at Council Chambers. We will then proceed to the Art Gallery for the Heritage Awards Presentation.

The meeting closed at 5.45pm

## ACTIONS

## New & In-Progress Actions:

Action	Who	When	Status
Book Sturt Park for Miners' Memorial Weekend	Secretary	immediate	open
Check CFMEU re Commemoration 7 October 2017	Councillor Clark	immediate	
Hash harriers for Wheelbarrow Race	Secretary	2-4 weeks	
Selection Committee for Heritage Awards	Tracey Stephens Liz Vines Marion Browne Susanne Olsen Tracy Fraser	immediate	closed
Organise meeting of above	Francois Van Der Berg/Tracey Stephens	immediate	closed
Consult with Far West Health re hospital 130 birthday celebrations	Mayor Turley	immediate	

MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD OCTOBER 27, 2016 AND MARCH 8, 2017

Consult with BIC re involvement in hospital celebrations	Councillor Clarke	immediate	
Consult with BDT re promotional lead up to hospital celebration	Secretary	immediate	
Contact ABC Open and Jason King re contribution to Heritage Week	Susanne Olsen Paula Chancellor	immediate	

## ORDINARY MEETING OF THE COUNCIL

April 10, 2017

## ITEM 3

## BROKEN HILL CITY COUNCIL REPORT NO. 76/17

SUBJECT: MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE

MEETING HELD APRIL 3, 2017

12/54

## Recommendation

- 1. That Broken Hill City Council Report No. 76/17 dated April 10, 2017, be received.
- 2. That minutes of the Picton Oval Community Committee Meeting held April 3, 2017 be received.

## **Executive Summary:**

Council has received minutes from the Picton Oval Community Committee Meeting held April 3, 2017 for endorsement by Council.

## Report:

As per the adopted Constitution of the Picton Oval Community Committee and the Section 355 Asset Committee Framework Manual (adopted March 2017), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the Picton Oval Community Committee has submitted minutes from its meeting held April 3, 2017 for Council's endorsement.

## **Strategic Direction:**

Key Direction: 1. Our Community

Objective: 1.4 Our built environment supports our quality of life

Function: Open Spaces

DP Action: 1.4.1.7 Provide parks and open spaces for passive recreational

activity

## **Relevant Legislation:**

The Picton Oval Community Committee operates under Council's Section 355 Asset Committee Framework Manual, the Picton Oval Community Committee Constitution and the *Local Government Act*, 1993 (Section 355).

## **Financial Implications:**

Nil.

## **Attachments**

1. U Minutes of Picton Oval Community Committee Meeting 3/4/17

BRENDAN SMITH
CHIEF OPERATING OFFICER

JAMES RONCON GENERAL MANAGER

## PICTON OVAL MANAGEMENT COMMITTEE MEETING MINUTES

## MONDAY, 3rd APRIL 2017

Present: N. Hannigan, T. Rynne, J. O'Neill, P. Adams, C. Adams (Councillor),

N. Davey, P. Rawlins.

Apologies: B. Licul (Councillor)

Meeting Commenced: 7:30p.m.

## **Matters Arising:**

Nil

#### Correspondence In:

- 1. BHCC Constitution of the Picton Sportsground Committee
- 2. BHCC Section 355 Asset Committee Manual
- 3. TJ's Amusement re: Hire of oval for inflatable water world
- 4. Broken Hill Hockey Association re: Hire of oval for winter season

#### **Correspondence Out:**

## Financial Report:

Nil

## **Election of Office Positions:**

President – Noel Hannigan elected (C. Adams nominated – P. Adams seconded – All in favour) Secretary – Trevor Rynne elected (C. Adams nominated – N. Davey seconded – All in favour) Treasurer – Noel Hannigan elected (J. O'Neill nominated – N. Davey seconded – All in favour)

## General Business:

- Noel informed committee of results from his discussion with Andrew Bruggy and Jared Paull our concerns with condition of oval including mower, watering and reseeding.
- 2. Noel informed that a new bubbler will be installed and lights require attention.
- 3. Noel requested if change rooms could be tidied up. Not an urgent matter but may be attended to at a later stage.
- 4. Council to follow up with painting of seats with Corrective Services.
- 5. Committee can contact Jared Paull at any time regarding any concerns of oval.
- 6. Dog sign to be replaced. Old sign to be removed.
- 7. Chris has instructions for irrigation system.
- 8. Chain mesh around the bottom rail is becoming detached from the rail.
- 9. Floodlight inside the oval that shines on the change-rooms is not working. Requires attention from Council to replace globe.

Meeting closed: 8:05p.m.

Next Meeting: Monday, 8th May 2017

# QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1.	QUESTIONS ON NOTICE NO. 4/17 - DATED APRIL 06, 2017 -
	COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MARCH 2017
	COUNCIL MEETING (13/94, 16/94, 11/9, 11/391)

#### ORDINARY MEETING OF THE COUNCIL

April 6, 2017

## ITEM 1

## QUESTIONS ON NOTICE NO. 4/17

SUBJECT: COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MARCH 2017 COUNCIL MEETING 13/94, 16/94, 11/9, 11/391

## **Summary**

The following report provides responses to questions from Councillors that were taken on notice at the Council Meeting held March 29, 2017.

## **Recommendation**

1. That Questions On Notice No. 4/17 dated April 6, 2017, be received.

## **Background**

Below are the responses to questions from Councillors which were taken on notice at the Council Meeting held March 29, 2017.

#### Question:

## Service Review Framework

13/94

Councillor Clark requested a copy of Council's organisational chart.

## Response:

Council's current organisational chart was uploaded to the HUB on 31 March 2017 under the "FYI" tab.

#### Question:

## **Tidy Towns Working Group**

16/94, 11/9

Councillor Adams requested that the Tidy Towns Working Group be re-established as Section 355 Committees.

## Response:

Council resolved at its Ordinary Meeting of 9 February 2015 to dissolve the Committee as a s355 to facilitate the establishment of a Tidy Towns Volunteer Group following an assessment of the advisory nature of the committee. It was determined that the group was an activity based group and that no advisory function was being exercised and so no requirement for delegable functions of Council under this section of the Local Government Act. As a result a recommendation was made to the committee that it could operate as a volunteer group and with an allocated Council liaison officer. Appropriate insurance

coverage and risk management processes were also put in place to ensure any volunteer activities are carried out in a safe manner with relevant personal protective equipment and materials provided to suit the activities undertaken. The Committee is receiving the benefits flowing from being a Section 355 Committee namely insurance coverage of volunteers without needing to meet the considerable reporting requirements to Council.

With regards to the matter of membership of the Working Group, Council has not advertised for membership of Working Groups as this membership is ongoing and does not cease at the commencement of a new Council term. It should be noted also that since advertising for nominations for community representatives on Council's Section 355 Committees, Council has received three applications for membership on the Tidy Town Working Group which have been passed onto Council's liaison officer to contact them to get them involved in Tidy Towns activities.

#### Question:

Tree Request 11/391

Councillor Kennedy advised that the gum trees adjacent to the Sacred Heart School and the Cathedral in Lane Street require trimming as the branches are low preventing cars from parking in the area.

## Response:

A Customer Request (CRM 27180/2017) has been created to carry-out these works.

## **Attachments**

There are no attachments for this report

<u>JAMES RONCON</u> GENERAL MANAGER

## **CLOSED**

# Council Meeting to be held Wednesday, April 26, 2017

1. <u>BROKEN HILL CITY COUNCIL REPORT NO. 77/17 - DATED APRIL 10,</u> 2017 - CODE OF CONDUCT NO. BHC160201 - **CONFIDENTIAL** 

(<u>General Manager's Note</u>: This report considers a Code of Conduct matter and is deemed confidential under Section 10A(2) (h) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

2. BROKEN HILL CITY COUNCIL REPORT NO. 78/17 - DATED APRIL 06, 2017 - PROPOSED TRANSFER OF PROPERTY TO LEGACY - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers Legal advice and is deemed confidential under Section 10A(2) (g) of the Local Government Act, 1993 which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

3. BROKEN HILL CITY COUNCIL REPORT NO. 79/17 - DATED APRIL 10, 2017 - LEASE AT AIRPORT TO AIRSERVICES AUSTRALIA - PART OF LOT 1 IN DP1162606 AND LOT 3 IN DP1162606 - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

4. BROKEN HILL CITY COUNCIL REPORT NO. 80/17 - DATED MARCH 31, 2017 - CONTAMINATED ASBESTOS WASTE - CONFIDENTIAL

(**General Manager's Note**: This report considers a matter of ongoing non-compliance which may result in legal action and is deemed confidential under Section 10A(2) (a) (b) (g) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual; AND which contains matters that will involve the discussion of the personal hardship of any resident or rate payer; AND which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

5. BROKEN HILL CITY COUNCIL REPORT NO. 81/17 - DATED APRIL 06, 2017 - T17/3 - CONCRETE RECONSTRUCTION OF EYRE AND COMSTOCK STREETS INTERSECTIONS AND PATTON AND COMSTOCK STREET INTERSECTION - TENDER SUBMISSIONS - CONFIDENTIAL

(<u>General Manager's Note</u>: This report is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

6. BROKEN HILL CITY COUNCIL REPORT NO. 82/17 - DATED MARCH 31, 2017 - STORMWATER DRAINAGE - PURCHASE OF LAND - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers acquisition of land and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).