

April 19, 2018

**ORDINARY MONTHLY MEETING**

**TO BE HELD**

**THURSDAY, APRIL 26, 2018**

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

Dear Sir/Madam,

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 **Thursday, April 26, 2018** commencing at 6:30pm to consider the following business:

- 1) Apologies
- 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) Confidential Matters

  
**JAMES RONCON**  
**GENERAL MANAGER**

**LIVE STREAMING OF COUNCIL MEETINGS**

**PLEASE NOTE:** This Council meeting is being streamed live, recorded, and broadcast online via Facebook. To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published.  
The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing.  
Attendees are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

## **MINUTES FOR CONFIRMATION**

Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held Wednesday, March 28, 2018.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
MARCH 28, 2018

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Meeting commenced at 6:30pm

**PRESENT:**

Councillor D. Turley (Mayor) Councillor M. Browne (Deputy Mayor)  
Councillors C. Adams, B. Algate, M. Clark, D. Gallagher, T. Kennedy,  
B. Licul and R. Page.

General Manager, Director Corporate, Manager Planning Development and  
Compliance, Communication and Community Engagement Coordinator,  
Governance Officer and Executive Support Officer.

Media (3), Members of the Public (14).

**APOLOGIES:**

Councillor J. Nolan

**RESOLUTION**

Minute No. 45771

Councillor B. Licul moved

Councillor M. Clark seconded

)

That the apology submitted on behalf of

)

Councillor Nolan be accepted and leave of  
absence granted.

CARRIED

**PRAYER**

Councillor Adams delivered the prayer.

**ACKNOWLEDGEMENT OF COUNTRY**

delivered the Acknowledgment of Country.

**PUBLIC FORUM**

Nil

**MINUTES FOR CONFIRMATION**

**RESOLUTION**

Minute No. 45772

Councillor B. Algate moved

Councillor M. Clark seconded

)

That the Minutes of the Ordinary Meeting of the  
Council of the City of Broken Hill held February  
28, 2018 be confirmed.

)

CARRIED

**RESOLUTION**

Minute No. 45773

Councillor M. Browne moved

Councillor D. Gallagher seconded

)

That the Minutes of the Extraordinary Meeting of  
the Council of the City of Broken Hill held March  
08, 2018 be confirmed.

)

CARRIED

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
MARCH 28, 2018

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**RESOLUTION**

Minute No. 45774

Councillor M. Browne moved  
Councillor M. Clark seconded

)

)

That the Minutes of the Extraordinary Meeting of  
the Council of the City of Broken Hill held March  
26, 2018 be confirmed.

CARRIED

**DISCLOSURE OF INTEREST**

Nil

**MAYORAL MINUTES**

ITEM 1 - MAYORAL MINUTE NO. 2/18 - DATED MARCH 08, 2018 - IPART MEETING

11/426

**Resolved:**

1. That Mayoral Minute No. 2/18 dated March 8, 2018, be received and noted.

**RESOLUTION**

Minute No. 45775

Councillor D. Turley moved  
Councillor C. Adams seconded

)

)

CARRIED

**NOTICES OF MOTION**

ITEM 2 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 5/18 - DATED MARCH 20, 2018 -  
MOTION FOR THE NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT 2018 -  
FINANCIAL ASSSITANCE GRANTS

11/175

**Resolved:**

1. That Motions of Which Notice has been Given No. 5/18 dated March 20, 2018, be received.
2. That Council submits a motion to the National General Assembly of Local Government 2018 to call on the Federal Government to re-examine the criteria for the calculation and distribution of Financial Assistance (FAG) Grants with a view to better meeting the needs of Rural and Regional Councils.

**RESOLUTION**

Minute No. 45776

Councillor M. Clark moved  
Councillor R. Page seconded

)

)

CARRIED

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
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**ITEM 3 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 6/18 - DATED MARCH 20, 2018 -  
MOTION FOR THE NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT 2018 - WATER  
ISSUES**

11/426

**Resolved:**

1. That Motions of Which Notice has been Given No. 6/18 dated March 20, 2018, be received.
2. That Council submits a motion to the National General Assembly of Local Government 2018 to call upon the Federal Government to strengthen the role of the Murray Darling Basin Authority with regard to enforcement of compliance regarding water retention and extraction limits to guarantee that agreed flows are allowed to pass downstream for the length of the Barwon/Darling river.

**RESOLUTION**

Minute No. 45777

Councillor M. Clark moved )

Councillor R. Page seconded )

CARRIED

**RESCISSION MOTIONS**

Nil.

**REPORTS FROM DELEGATES**

**ITEM 4 - REPORTS FROM DELEGATES NO. 2/18 - DATED MARCH 21, 2018 - ASSOCIATION OF  
MINING AND ENERGY RELATED COUNCILS MEETING HELD FEBRUARY 23, 2018**

11/195

**Resolved:**

1. That Reports from Delegates No. 2/18 dated March 21, 2018, be received.

**RESOLUTION**

Minute No. 45778

Councillor B. Algate moved )

Councillor M. Clark seconded )

CARRIED

**REPORTS**

**ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 35/18 - DATED MARCH 08, 2018 - 2017-  
2021 DELIVERY PROGRAM – KEY PERFORMANCE INDICATORS PROGRESS REPORT FROM 1  
JULY 2017 TO 31 DECEMBER 2017**

16/165

**Resolved:**

1. That Broken Hill City Council Report No. 35/18 dated March 8, 2018, be received.
2. That Council adopt the 2017-2021 Delivery Program – Key Performance Indicators Progress Report from 1 July 2017 to 31 December 2017.

**RESOLUTION**

Minute No. 45779

Councillor D. Gallagher moved )

Councillor M. Clark seconded )

CARRIED

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**ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 36/18 - DATED MARCH 05, 2018 - 2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT - 1 JULY 2017 - 31 DECEMBER 2017**

16/82

**Resolved:**

1. That Broken Hill City Council Report No. 36/18 dated March 5, 2018, be received.
2. That Council adopt the Disability Inclusion Action Plan 2017-2021 – Key Performance Indicators for the reporting period 1 July 2017 and ending 31 December 2017.
3. That Council call a meeting of the Disability Inclusion Action Plan Monitoring Group to assess the progress report.

**RESOLUTION**

Minute No. 45780

Councillor M. Clark moved )

Councillor C. Adams seconded )

CARRIED

**ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 37/18 - DATED MARCH 08, 2018 - INVESTMENT REPORT FOR FEBRUARY 2018**

17/82

**Resolved:**

1. That Broken Hill City Council Report No. 37/18 dated March 8, 2018, be received.

**RESOLUTION**

Minute No. 45781

Councillor M. Browne moved )

Councillor D. Gallagher seconded )

CARRIED

*Councillor Kennedy raised queries around the nature of Council's managed funds. The General Manager took the question on notice.*

**ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 38/18 - DATED MARCH 12, 2018 - DEVELOPMENT APPLICATION 162/2017 - ALTERATIONS AND REFURBISHMENT OF YMCA BUILDING TO CREATE "YMCA BROKEN HILL INTEGRATED WELLNESS CENTRE"**

11/467

**Resolved:**

1. That Broken Hill City Council Report No. 38/18 dated March 12, 2018, be received.
2. That Development Application 162/2017 be approved, subject to the following conditions:
  - The development shall be carried out in accordance with:
    - a) The approved stamped plans prepared by AJ & C, being DA1001-4, DA 1001-5, DA2101-6, DA0201-5, DA2101-7, DA3101-6, DA3201-5, DA3901-6.
    - b) The approved Statement of Environmental Effects prepared by BW & A National Building Consultants (dated March 2018).
    - c) The approved Heritage Impact Statement prepared by Elizabeth Vines (dated February 2018)
    - d) The approved Parking Capacity Review prepared by TTW (dated 13 February 2018)
    - e) The approved Civil design statement prepared by TTW (dated 15 December 2017)
    - f) The approved Structural design statement prepared by TTW (dated 6 December 2017)
    - g) he approved Statement on services design prepared by Trinamic Consultants (dated 6 November 2017)
    - h) On street parking sketch, drawing number T01 (option 1, parallel parking) prepared by TTW

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except where amended by any of the following conditions.

- The hours of operation of the premises are restricted to the times listed below:  
  
Monday to Thursday: 5am to 10pm  
Friday: 5am to 9pm  
Saturday: 8am to 8pm  
Sunday: 8am to 8pm  
Public Holidays: 8am to 8pm
- The food preparation areas must comply with the *Food Act 2003* and the *Australia New Zealand Food Standards Code*.  
The internal fit out and operation of the premises shall comply with the requirements of the *Food Act 2003* and *Australia New Zealand Food Standards Code Standard 3.2.3 - Food Premises and Equipment*.  
The food business is to be notified to Broken Hill City Council's Planning, Development and Compliance Department.
- Construction activities at the development site shall be carried out only between 7.00am to 6.00pm Monday to Saturday. No work on Sundays and Public Holidays is permitted.
- During construction, any waste materials stored on site must be stored out of view or in such a manner so as not to cause unsightliness when viewed from nearby lands or roadways.
- At no time shall the use of the premises give rise to offensive noise as defined under the *Protection of the Environment Operations Act 1997*.
- All required exits, emergency lighting, exit signs and other fire safety measures within the existing building must be upgraded to comply with the requirements of Sections D and E of the *Building Code of Australia*. Plans of the proposed upgrading works must be submitted to the certifying authority, prior to the issue of a Construction Certificate.
- Prior to the commencement of any work on the site, a Construction Certificate is to be obtained from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with this consent and the applicable standards.
- Prior to the commencement of any work on the site, the person having the benefit of this consent:
  - shall appoint a Principal Certifying Authority (PCA).
  - shall ensure a Construction Certificate is issued by the PCA.
  - shall notify Council of their intention to commence the site works, at least 2 days prior to commencement of work.
- During construction, all street trees shall be retained and protected, except where Council's prior written consent has been obtained to remove a particular tree(s).
- During construction, works are to be carried out so as not to cause damage to nearby public infrastructure, services and utilities, including Council's kerb and gutter, footpaths, water mains, sewer mains and roadways. All damage arising from demolition is to be made good and any necessary repairs and renovations out immediately at no cost to Council.
- The Applicant is to obtain an Occupation Certificate pursuant to Section 6.4 (c) of the *Environmental Planning and Assessment Act 1979*, from the Principal Certifying Authority prior to occupation of the building.
- That the Lot Titles Lots 1 & 2 Section 28 DP 759092, Lots 1, 2, 3, 4, DP 215275 shall be consolidated at the full cost to the developer. The consolidation plan shall be prepared and lodged with LPI prior to the issue of an Occupation Certificate.

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- That separate application shall be made at the appropriate time for the erection of any advertising or identification signs, including details of colour, size, height and method of illumination.
- That the developer shall clearly linemark a minimum of 73 on-street parallel parking spaces as shown in "On street parking sketch, drawing number T01 (option 1, parallel parking) prepared by TTW". The full cost of this work is to be borne by the developer. Linemarking is required in lieu of the prescribed Section 7.12 developer contributions.
- The applicant must submit a resolved external colour scheme prepared in conjunction with their heritage consultant for the approval of council prior to the issue of a Construction Certificate for the work.
- Details of the partitions in the eastern wing to be submitted for approval by council prior to issue of a Construction Certificate for the works. Advice from the project heritage consultant should guide that detailing.
- The following information shall be submitted to Council for approval prior to the issue of Construction Certificate:
  - Details of the proposed external new joinery to the former German Club building. It is noted that while the Heritage Impact Statement recommends traditional joinery, an alternative approach can be well designed contemporary joinery that fits within the overall character of the building. The applicant should submit the final details for joinery for approval.
  - Confirmation of the extent of ceiling removal to reveal original ceilings in the former German Club Building
  - Confirmation that wall nibs and walls above openings (to retain ceilings intact) are to be retained where walls are removed as set out in the Heritage Impact Statement.
  - Detailing of the upper level gable end façade of the 1920s gymnasium to preferably recover the glazed form or if this is not viable on how the current façade treatment is to be modified to respond to the Heritage Impact Statement comments on this area.

**RESOLUTION**

Minute No. 45782

Councillor C. Adams moved )

Councillor B. Algate seconded )

CARRIED UNANIMOUSLY

A Division was called which resulted in:

FOR: Crs Adams, Algate, Browne, Gallagher, Licul, Turley, T Kennedy, M Clark and R Page  
AGAINST: Nil  
ABSENT: Cr Nolan

**ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 39/18 - DATED MARCH 13, 2018 -  
MINUTES OF THE BROKEN HILL LIVING MUSEUM + PERFECT LIGHT PROJECT STEERING  
GROUP 13 FEBRUARY 2018**

14/181

**Resolved:**

1. That Broken Hill City Council Report No. 39/18 dated March 13, 2018, be received.
2. That minutes of the Broken Hill Living Museum + Perfect Light Project Steering Group Meeting held February 13, 2018 be received.

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**RESOLUTION**

Minute No. 45783

Councillor C. Adams moved )

Councillor M. Browne seconded )

CARRIED

**ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 40/18 - DATED MARCH 15, 2018 - ACTION LIST REPORT** 11/21

**Resolved:**

1. That Broken Hill City Council Report No. 40/18 dated March 15, 2018, be received.

**RESOLUTION**

Minute No. 45784

Councillor D. Gallagher moved )

Councillor M. Browne seconded )

CARRIED

**COMMITTEE REPORTS**

**ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 41/18 - DATED MARCH 13, 2018 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD OCTOBER 17, 2017, NOVEMBER 21, 2017 AND FEBRUARY 20, 2018.** 12/51

**Resolved:**

1. That Broken Hill City Council Report No. 41/18 dated March 13, 2018, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held October 17, 2017 be received.
3. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held November 21, 2017 be received.
4. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held February 20, 2018 be received.

**ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 42/18 - DATED MARCH 14, 2018 - MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 6 MARCH 2018** 12/52

**Resolved:**

1. That Broken Hill City Council Report No. 42/18 dated March 14, 2018, be received.
2. That minutes of the Memorial Oval Community Committee Meeting held 6 March 2018 be received.

**ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 43/18 - DATED MARCH 15, 2018 - MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY ADVISORY COMMITTEE MEETING HELD 17 JANUARY 2018** 12/46

**Resolved:**

1. That Broken Hill City Council Report No. 43/18 dated March 15, 2018, be received.
2. That minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 17 January 2018 be received.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
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Minute No. 45785

Councillor M. Clark moved ) That the recommendations of items 11 to 13 be  
Councillor C. Adams seconded ) adopted.

CARRIED

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

**ITEM 14 - QUESTIONS ON NOTICE NO. 3/18 - DATED MARCH 07, 2018 - COUNCILLORS**  
**QUESTIONS TAKEN ON NOTICE AT THE DECEMBER 2017 COUNCIL MEETING** 11/141, 11/467,  
11/49

**Resolved:**

1. That Questions On Notice No. 3/18 dated March 7, 2018, be received.

**RESOLUTION**

Minute No. 45786

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

CARRIED

The Mayor took a question on notice from Councillor Kennedy that relates to Question 1 contained within the Questions On Notice Report No. 3/18. Councillors Kennedy requested answers to the following:

- the location of murals that had been approved retrospectively on heritage buildings
- date that the approval was given
- whether the owners of these premises received a letter to paint over/remove the mural

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

Council's Investments

17/82

*Councillor Kennedy raised queries around the nature of Council's managed funds. The General Manager took the question on notice.*

Motions Foreshadowed for the April Council Meeting

11/249

Councillor Page foreshadowed motions that he will present to the next meeting.

- Council to lobby the State and Federal government for funding to paint murals around Broken Hill.
- A no confidence motion in the Mayor regarding the reinstatement of Standing Committees.
- A confidential motion.

*The Mayor reminded Councillor Page of Council's resolution surrounding the reintroduction of Standing Committees that relate to the trial of the Key Direction Working Groups.*

Councillor Professional Development Training

12/108

Councillor Kennedy asked if further Professional Development training could be arranged for Councillors, in particular conflict resolution training.

*The Mayor stated that Local Government NSW has developed a "Professional Development Program in a box" for Councillors which would include conflict resolution training, and that this will be arranged for Councillors.*

## SUPPLEMENTARY AGENDA REPORTS

**ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 48/18 - DATED MARCH 26, 2018 - MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD 26 MARCH 2018**

11/249

Recommendation

1. That Broken Hill City Council Report No. 48/18 dated March 26, 2018, be received.
2. That Council adopts the minutes of the Extraordinary Council Meeting held 26 March 2018 during the Minutes for Confirmation section of the March Ordinary Council Meeting.

**NOTE: Item 15 was dealt with in the Minutes for Confirmation Section at this meeting.**

**ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 49/18 - DATED MARCH 14, 2018 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 379 HELD TUESDAY MARCH 6, 2018.**

11/397

Resolved:

1. That Broken Hill City Council Report No. 49/18 dated March 14, 2018, be received.
2. That the minutes for the Local Traffic Committee Meeting No.379, held March 6, 2018 be received.
3. Item Number 379.7.2 - That Council arrange a meeting between RMS, Council and Far West Local Health District (FWLHD) representatives to discuss correspondence received by FWLHD, General Manager, Ken Barnett.

Following issues raised by FWLHD for discussion are:

- Time limited parking in the vicinity of the Community Health Centre.
- Drop off zone on Sulphide Street in front of the Community Health Centre.
- Pedestrian access and safety, particularly for families bringing children to the centre.

**RESOLUTION**

Minute No. 45787

Councillor M. Browne moved )  
Councillor C. Adams seconded )

CARRIED

## CONFIDENTIAL MATTERS

**RESOLUTION**

Minute No. 45788

Councillor M. Browne moved )  
Councillor B. Licul seconded )

That the meeting be closed to the public in accordance with Section 10(A) of the Local government Act 1993.

CARRIED

Members of the media and public left the Council Chambers at 7:02pm

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
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**ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 44/18 - DATED MARCH 08, 2018 -  
PROGRESS REPORT - PROBITY AUDIT REVIEW - CIVIC CENTRE REFURBISHMENT PROJECT  
AV CONTRACT - CONFIDENTIAL** 17/114

**(General Manager's Note:** This report considers probity audit of Telstra contractual arrangements with Council 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).

**Resolved:**

1. That Broken Hill City Council Report No. 44/18 dated March 8, 2018, be received.
2. That Council note progress and compliance on OCM recommendations 1 - 5.

**RESOLUTION**

Minute No. 45789

Councillor M. Browne moved )

Councillor D. Gallagher seconded )

CARRIED

**ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 45/18 - DATED MARCH 12, 2018 -  
ACCESS ARRANGEMENT FOR EXPLORATION LICENCE EL5818 WILLYAMA COMMON -  
CONFIDENTIAL** 11/63

**(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).

**Resolved:**

1. That Broken Hill City Council Report No. 45/18 dated March 12, 2018, be received.
2. That the Code of Environmental Practice for Mineral Exploration on Willyama Common be attached to the Agreement as a special condition.
3. That Council as Trustees of the Willyama Common, sign the Land Access and Compensation Agreement for Mineral Exploration.

**ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 46/18 - DATED MARCH 13, 2018 -  
PROPOSED EASEMENT FOR ACCESS THROUGH PART OF THE WILLYAMA COMMON -  
CONFIDENTIAL** 11/63

**(General Manager's Note:** This report considers a proposed easement 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).

**Resolved:**

1. That Broken Hill City Council Report No. 46/18 dated March 13, 2018, be received.
2. That Council, under the Common Seal of Broken Hill City Council in its capacity as Trust Manager of Willyama Common, consent to the development of an easement over the subject property (Lot 7315 DP 1183447 and Lot 5 DP 1034212) to legalise access over an existing track.

Minute No. 45790

Councillor M. Browne moved )

Councillor C. Adams seconded )

That the recommendations of items 18 and 19 be adopted.

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CARRIED

**RESOLUTION**

Minute No. 45791

Councillor D. Gallagher moved

)

That the meeting resume in open session.

Councillor C. Adams seconded

)

CARRIED

Members of the media and public returned to the Council Chambers at 7:14pm

At the Mayor's request, the General Manager read the resolutions of the items considered in closed session.

*Prior to closing the meeting, the Mayor advised that over 4,100 people watched the live stream of the last Council Meeting and compared this figure to the city of California which had 7,000 watch their live stream. These figures indicate that Broken Hill City Council is engaging well with the Broken Hill community.*

*The Mayor thanked Council's Communications and Community Engagement Coordinator Mr Darrin Manuel and Council's Digital Officer Mr Luke Dart for their efforts each month to make the live streaming of Council meetings available to the public.*

There being no further business the Mayor closed the meeting at 7:16 p.m.

THE FOREGOING MINUTES WERE READ  
AND CONFIRMED AT THE ORDINARY  
MEETING OF THE BROKEN HILL CITY  
COUNCIL HELD ON 26 APRIL 2018

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CHAIRPERSON

## **REPORTS**

1. BROKEN HILL CITY COUNCIL REPORT NO. 50/18 - DATED APRIL 13, 2018 - OFFICE OF LOCAL GOVERNMENT - FIT FOR THE FUTURE ASSESSMENT (11/304) .....16
2. BROKEN HILL CITY COUNCIL REPORT NO. 51/18 - DATED MARCH 28, 2018 - DRAFT OPERATIONAL PLAN 2018/2019 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2018/2019 (17/206) .....80
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5. BROKEN HILL CITY COUNCIL REPORT NO. 54/18 - DATED MARCH 02, 2018 - ADOPTION OF DRAFT SOCIAL MEDIA POLICY (12/14).....252
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12. BROKEN HILL CITY COUNCIL REPORT NO. 61/18 - DATED APRIL 10, 2018 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 380 HELD TUESDAY APRIL 3, 2018. (11/397).....358
13. BROKEN HILL CITY COUNCIL REPORT NO. 62/18 - DATED APRIL 17, 2018 - ACTION LIST REPORT (11/21) .....374

## ORDINARY MEETING OF THE COUNCIL

April 13, 2018

**ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 50/18

SUBJECT: OFFICE OF LOCAL GOVERNMENT - FIT FOR THE FUTURE  
ASSESSMENT 11/304

**Recommendation**

1. That Broken Hill City Council Report No. 50/18 dated April 13, 2018, be received.

**Executive Summary:**

In November 2016 and as part of the Far West Initiative model NSW Government were pursuing for Western Councils, the Office of Local Government (OLG) initiated a fit for the future assessment on all western Councils with the view to assessing their ongoing financial sustainability.

This was a follow on from the work undertaken by the OLG in 2013 which established a financial sustainability rating (FSR) for Broken Hill City Council at that time of very weak with an outlook of neutral. The April 2017 report has assessed Council as having an FSR of Weak with an outlook of positive which represents a significant improvement over the last few years.

If Council can continue its good work and remain disciplined in its budgeting and financial management, TCorp predict even further improvement in the coming years.

**Report:**

The Broken Hill City Council has been in significant financial duress for a long period of time with audited financial statements for the period 1999-2016 reflecting accumulated deficits of circa \$65m which resulted in an underspend of approximately \$54m on infrastructure over the same period. Confirmation of this underspend only need be confirmed by travelling the streets of Broken Hill and viewing the decline and ageing of infrastructure around the city on items such as roads, parks and gardens, footpaths etc.

In March 2013, TCorp provided Broken Hill City Council (the Council) with a Financial Assessment and Benchmarking Report as part of the work undertaken for the OLG and Independent Local Government Review Panel.

In the report TCorp made the following recommendation:

‘Council’s current LTFP urgently needs to be reviewed to include sustainable growth in revenues and expenses, as well as a capital program that highlights Council’s total funding requirements to achieve a Sustainable position in respect of its assets. Once this is completed Council will be able to consider the options for meeting its overall funding requirements to achieve Sustainability.’

TCorp subsequently issued a letter to Council which stated that Council had a Financial Sustainability Rating (FSR) of Very Weak with an Outlook of Neutral.

Council undertook a major review of its 10-year LTFP in FY2015 with the aim to guide Council towards achieving a balanced budget through cost reduction strategies, whilst prioritising service delivery and asset renewals.

In December 2014 Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village. This allowed Council to concentrate on its core business and reduce losses by over \$1.0m p.a. Council was successful in selling its 40 bed licences for \$1.8m in November 2015, and the village centre sold in August 2016 for \$1.15m to a senior community living specialist – these proceeds were directed towards improving Council's infrastructure assets.

Council has adopted a rating strategy that progressively redistributes some mining rates to the residential and business rating categories. This ensures that if there is a reduction in mining operations and/or the land valuation of mining properties, the impact will be less significant on Council's revenue stream and on its ratepayers. Prior to commencement of this initiative mining income was 27.3% of total rates revenue in FY2013, Council is proposing to achieve a level of 10.0% by FY2023.

The key observations from the review of Council's historic performance over the past five years are:

Over the review period Council undertook measures to decrease its operating costs by 16.3% (organisation restructure), which enabled Council to achieve an operating surplus of \$1.2m in FY2016. Council has been focused on reducing its operating costs to avoid burdening the community through expansion of its revenue base.

Council has the largest rate base out of the eight Far West councils and is therefore less reliant on external funding sources. The higher level of financial flexibility is evident through Council's Own Source Operating Ratio which averaged 63.8% across five years.

Council had an increasing cash balance due to lower levels of capital expenditure over the five-year review period. There was a funding shortfall on assets in four out of five years which has led to Council's decreasing asset base, despite a net revaluation increment of \$1.6m across the review period.

Council has had manageable levels of debt as indicated by its debt ratios, excluding FY2014 which was a one-off as EBITDA returned a negative result due to the receipt of only six months of Financial Assistance Grant (FAG) payments in that year.

The accuracy and reliability of Council's historical asset data is uncertain but this has been a work in progress with increased focus placed on this area in FY2016. Council now has an established asset and accounting team and are working towards capturing and recording accurate infrastructure conditions and backlog data.

Council's operating performance is forecast to gradually improve and achieve surpluses by FY2024. This upward trend is attributable to internal efficiencies that will assist with the containment of operating expenses, forecast to increase by an average of 1.0% p.a., whilst forecast operating revenues are forecast to increase by an average of 2.4% p.a.

Council accumulated additional working capital through one-off receipts such as the proceeds from the Shorty O'Neil Village bed licences and plans to utilise these cash reserves to improve its asset ratios, while maintaining sufficient liquidity throughout the next

10 years. The depreciation expense is forecast to gradually increase from FY2018 despite a decreasing trend in Council's asset base.

With the cessation of block grants for the provision of community services, the impact on Council's operating performance would have been severe due to the underlying costs of about \$3.5m p.a. The decision by Council to exit from community services will assist Council in achieving a sustainable future.

The LGA has experienced a population decline in recent years because of a contraction in mining activity. Council's primary objective has been to stabilise this decline by fostering economic opportunities, such as approving new/expanding mining developments and supporting the increased demand for renewable energy. Apart from generating additional revenue for Council through increased rates and Voluntary Planning Agreements, the community also benefits from new job opportunities that would potentially attract increased population into the LGA. Ongoing service reviews such as retendering contracts using economies of scale along with other councils Council will be undertaking further community surveys to understand the levels of services required by the community as its current backlog figure is measured on all assets being renewed to Condition 1. Council anticipates that the Infrastructure Backlog Ratio will improve as a result of this consultation process.

Based on the TCorp review of both the historic financial information and the 10-year financial forecast within Council's LTFP, TCorp considers Council to have a FSR of Weak with an updated Outlook of Positive.

This represents a significant improvement from the initial FSR of Very Weak and an Outlook of Neutral provided to Council in April 2013, and is reflective of major changes undertaken by Council especially with improved cost control. TCorp believe that Council has the appropriate strategies in place to continue to improve its sustainability in the medium to long term. Assuming Council achieves its forecast performance, TCorp would expect Council to achieve a FSR of Moderate within the next one to two years.

Asset management too remains a key focus for BHCC and an area that has not progressed through to the maturity levels I would have hoped for. There are a variety of reasons for this but the key reason relates to a lack of key personnel on the ground who possess the knowledge and ability to focus on the development of asset plans across the business while at the same time ensuring the day to operational requirements of Council are being met. The appointment of some key staff (COO) with experience in delivering strategic asset management plans and programs and more importantly the ability to mentor and teach a young engineering group these skills, will see Council increase its efficiency in this area.

**Strategic Direction:**

Key Direction:	4 Our Leadership
Objective:	4.2 Our Leaders make Smart Decisions
Function:	Financial Management
DP Action:	4.2.1.08 Continue to implement strategies to address Council's financial sustainability

**Relevant Legislation:**

*Local Government Act 1993*

**Financial Implications:**

Nil at this stage.

**Attachments**

1. [!\[\]\(e1762598854648e564221825b944be20\_img.jpg\)](#) Correspondence from the Office of Local Government
2. [!\[\]\(3249fa64466eca92e781ebe1b573b23d\_img.jpg\)](#) MorrisonLow Far West Initiative Asset Management Maturity Assessment - Broken Hill City Council
3. [!\[\]\(f1155ceced72dc39b122f7cfc451b2d3\_img.jpg\)](#) TCorp Financial Assessment & Sustainability Report - Broken Hill City Council

JAMES RONCON  
GENERAL MANAGER



Office of  
Local Government

5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541

Our Reference: A586715  
Your Reference:  
Contact: Policy Team  
Phone: 02 4428 4100

Mr James Roncon  
General Manager  
Broken Hill City Council  
PO Box 448  
BROKEN HILL NSW 2880

By email: [james.roncon@brokenhill.nsw.gov.au](mailto:james.roncon@brokenhill.nsw.gov.au)

Dear Mr Roncon

The NSW Government has been working with the councils and communities of Far Western NSW for some time to identify ways to improve governance and service delivery in the region.

As part of this process, the Office of Local Government (OLG) undertook an independent assessment of the financial sustainability and asset management practices of the eight Far West councils. TCorp and Morrison Low conducted these assessments during 2016 and 2017.

As Broken Hill City Council has resolved to join a Joint Organisation, it is timely to now share the outcomes of the financial and asset management assessments with Council.

OLG will work through the findings of the reports with each of the Far West councils. In the meantime, if you would like to discuss either of the reports enclosed, please contact Melissa Gibbs, Director Policy and Sector Development on (02) 4428 4174.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Tim Hurst".

**Tim Hurst**  
**Acting Chief Executive**  
**Office of Local Government**

**Encl.**

T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209  
E [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au) W [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au) ABN 44 913 630 046





## The Far West Initiative Asset Management Maturity Assessment

Broken Hill City Council

Office of Local Government NSW

February 2017



Document status

Ref	Version	Approving director	Date
7207	Draft	J Franke	February 2017

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## 1 Introduction

### 1.1 Background

The Far West of New South Wales covers forty per cent of the State's land area and is characterised by council areas of large geographic size, small populations and distance from major centres.

The Independent Local Government Review Panel defined the Far West as comprising the local government areas of Balranald, Bourke, Brewarrina, Broken Hill, Central Darling, Cobar, Walgett, Wentworth and the NSW Unincorporated area. It gave particular consideration to governance and service delivery in remote New South Wales and identified a range of complex challenges for these communities and the governance system.

The NSW Government established the Far West Initiative in response to the recommendations of the Review Panel and the need for a new approach to governance in the Far West that would improve service delivery in the region and provide better community outcomes.

The sustainable management of a community's assets is an essential component of any local government authority regardless of whether the council is located in metropolitan Sydney, regional NSW or the Far West of the State. It formed a significant part of the government's Fit for the Future assessments and program.

In 2014, the then Department of Local Government engaged Morrison Low to undertake an asset management maturity assessment of 35 councils across the state as part of the NSW Local Government Infrastructure Audit. The assessments provided the DLG with an improved understanding of the councils' current asset management processes, current infrastructure backlog and outstanding maintenance requirements.

As part of the Far West Initiative, the Office of Local Government engaged Morrison Low to undertake asset management assessments on each of the eight Far West councils as one of the key steps to establishing a long term solution for the region, its councils and communities. One of the benefits of the maturity assessment is to highlight the areas where councils can concentrate their improvement efforts to achieve maximum benefit in asset management and ultimately better assets for their communities.

To provide this assessment, an onsite review of Broken Hill City Council's asset management processes, practices and systems, as well as a review of the relevant asset management and financial documents have been undertaken. The work has been aligned with our standard methodology and moderated against other recent assessments, which allows for a ready comparison against other councils.

### 1.2 Process and Methodology

Our methodology is based on achieving consistent and repeatable results which can be applied across a range of councils, while recognising the differences between councils in terms of size, asset base and capacity. Our standardised assessment methodology and practices have been used as well as a standard reporting format, with findings relating to each category which summarises the evidence on which the assessment was made.



### 1.2.1 Asset management systems and processes

Key roles within the Council that have responsibilities for asset management within the organisation (strategic, operational and financial) were interviewed over a two day period.

The review assesses each council against the following categories and sub-categories.

<b>Asset Knowledge/Data</b> <ul style="list-style-type: none"> <li>Asset Classification/Hierarchy</li> <li>Attributes and Location</li> <li>Condition Data</li> <li>Lifecycle Cost Data</li> <li>Valuation, Depreciation and Age/Life Data</li> </ul>	<b>Asset Knowledge Processes</b> <ul style="list-style-type: none"> <li>Asset Accounting/Valuation</li> </ul>
<b>Strategic Asset Planning Processes</b> <ul style="list-style-type: none"> <li>Strategic Long Term Plan</li> <li>Asset Management Policy and strategy</li> <li>Levels of Service</li> <li>Risk Management</li> <li>Financial Planning and Capital Investment</li> <li>Asset Management Plans</li> </ul>	<b>Operations and Maintenance Work Practices</b> <ul style="list-style-type: none"> <li>Operations/Maintenance Management</li> <li>Critical Assets</li> </ul>
<b>Information Systems</b> <ul style="list-style-type: none"> <li>Asset Register</li> <li>Systems Integration</li> </ul>	<b>Organisational Context</b> <ul style="list-style-type: none"> <li>Organisational Strategy</li> <li>Asset Management Review/Improvement</li> <li>Asset Management Roles and Responsibilities</li> </ul>

An assessment against each category based on an A – F scoring is provided as well as an overall weighted score again based on A – F.



The table below sets out the ranking system.

Assessment	Description	Standard
A	At or near best practice	$\geq 9.0$
B	Advanced level of competence	7.50 – 8.99
C	Core level of competence	6.00 – 7.49
D	Basic level of competence	4.00 – 5.99
E	Awareness	2.50 – 3.99
F	Nothing/limited	$\leq 2.49$

### 1.2.2 Physical inspection of assets

An inspection of a sample of council's physical assets was conducted. Typically the inspection samples a few assets across different asset classes and reviews the condition matrix and the most current asset inspection reports as well as field inspections to confirm the reliability of the asset registers.

The results of the inspection are reported, however, it is acknowledged that due to the small sample size limited conclusions can be drawn from the inspections.

### 1.2.3 Infrastructure backlog

A comparison of the Council's infrastructure backlog (as set out in Special Schedule 7) against a standard methodology for assessing the infrastructure backlog was also undertaken. For the purposes of this assessment the infrastructure backlog number is considered to be the cost to bring an asset up to condition rating 3.

The purpose of the assessment is to:

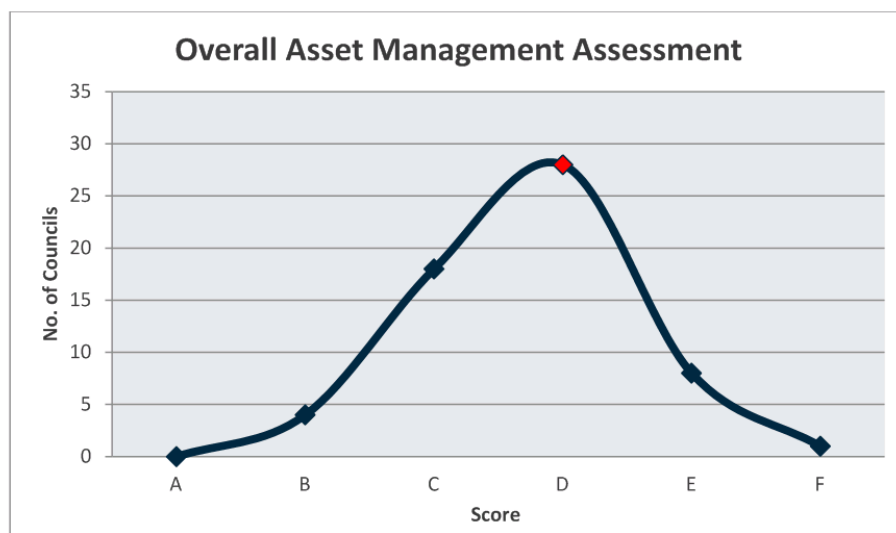
- Comment, as part of the assessment, on whether the infrastructure backlog is of sufficient size to be of concern to the Council
- Comment, as part of the assessment, on our level of confidence in the infrastructure backlog number that each council has specified



## 2 Summary of Audit Results

Category	Assessment
Asset Knowledge / Data	C
Asset Knowledge Processes	C
Strategic Asset Planning Processes	D
Operations and Maintenance Work Practices	D
Information Systems	C
Organisational Context	D
<b>Overall Asset Management Assessment</b>	<b>D</b>

The overall score of **D** would indicate that the Council is at a BASIC level of competence in asset management. Based on our recent experience across the asset management practices, systems and processes of councils in NSW, this result puts Broken Hill City Council at AVERAGE of the NSW councils. The following chart shows the distribution of councils that have taken part in our maturity assessment program, and for ease of reference, we have highlighted in red where this places Broken Hill City Council compared to those councils<sup>1</sup>.



To improve in asset management more work is required in the areas of strategic asset planning processes, operations and maintenance work practices and organisational context.

<sup>1</sup> Local Government Infrastructure Audit June 2013, Division of Local Government, Page 87



### 3 Asset Management Assessment

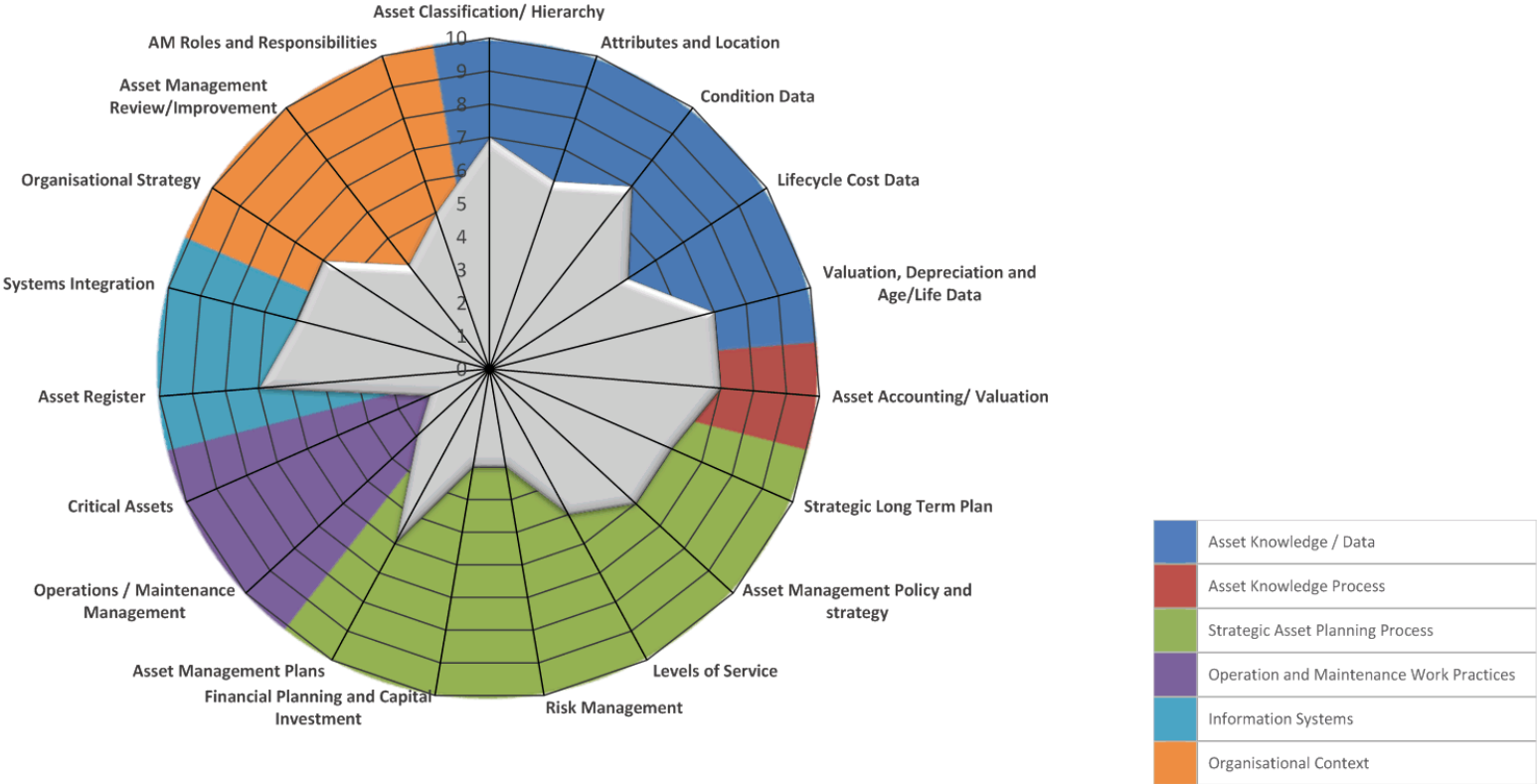
This information is also presented as a radar chart to enable greater visual understanding of the Council's current strengths and weaknesses. The red shading represent a core level of competence whereas the green shading represents Council's score for each element.

Table 3-1 Gap analysis assessment chart - Broken Hill City Council

Broken Hill City Council	Current Score	1	2	3	4	5	6	7	8	9	10
<b>Asset Knowledge / Data</b>	<b>6.0</b>										
Asset Classification/ Hierarchy	7										
Attributes and Location	6										
Condition Data	7										
Lifecycle Cost Data	5										
Valuation, Depreciation and Age/Life Data	7										
<b>Asset Knowledge Processes</b>	<b>7.0</b>										
Asset Accounting/ Valuation	7										
<b>Strategic Asset Planning Processes</b>	<b>5.0</b>										
Strategic Long Term Plan	6										
Asset Management Policy and Strategy	6										
Levels of Service	5										
Risk Management	3										
Financial Planning and Capital Investment	3										
Asset Management Plans	6										
<b>Operations and Maintenance Work Practices</b>	<b>3.0</b>										
Operations / Maintenance Management	3										
Critical Assets	2										
<b>Information Systems</b>	<b>7.0</b>										
Asset Register	7										
Systems Integration	6										
<b>Organisation Context</b>	<b>5.0</b>										
Organisational Strategy	6										
Asset Management Review/Improvement	4										
AM Roles and Responsibilities	5										



Figure 3-1 Gap analysis assessment chart - Broken Hill City Council





### 3.1 Asset Knowledge / Data

Overall category score

C

#### 3.1.1 Asset classification / hierarchy

We would expect Council to have a logical structure to the collection and storage of its asset data including:

- assets identified by unique IDs
- registers segmented into appropriate classification levels.

We would expect to find an asset hierarchy that covers all asset classes and is consistent with guidelines and processes.

There should be guidelines and processes for asset identification using unique IDs.

##### Findings

Council's asset data is well structured and broken down into the appropriate segments. The structure of the asset database is appropriate for the size and scale of the Council's assets.

#### 3.1.2 Attributes and location

We would expect asset attribute data (location, size, material, type etc.) to be in the asset register and able to be represented in a spatial format, with associated mapping guidelines and processes.

##### Findings

Council has the appropriate asset attribute breakdown for its assets. No link to the GIS has been created at this time, however the asset management system has capability of linking to the GIS.

#### 3.1.3 Condition data

We would expect there to be written processes for carrying out condition surveys and defect identification assessments, with data recorded in accordance with the asset hierarchy. Condition assessment guidelines and processes should be developed and used, and there should be a consistent rating system applied. Historical assessment data should be available in a consistent format.

##### Findings

Council has good condition assessment data on its assets. The condition assessment is carried out at a component level; however historical asset condition data is not available. Council utilises the NAMS / IPWEA condition assessment practice notes to measure asset condition.

#### 3.1.4 Lifecycle cost data

There should be clear definitions of operations and maintenance, renewals and new/upgrades expenditure. Cost data should be recorded separately for each, with the data used in decision making. There should be a written lifecycle strategy and cost and planning processes which are used.



#### Findings

Council records asset expenditure on an activity basis. This allows Council to identify maintenance and operational expenditure. As part of the capital works setup, projects are nominated as renewal and / or upgrade projects. As such, Council can determine lifecycle cost data for its assets. However there is little evidence at this stage that this information is being utilised.

#### 3.1.5 Valuation, depreciation and age/life data

We would expect there to be a common data system in use across all asset groups, with current depreciation and replacement cost data at the appropriate asset hierarchy level. Depreciation should be updated on the basis of annual assessments of useful asset life. Historical accounting data should be available.

#### Findings

Council's asset valuations have been compiled on an external basis. The valuation information is uploaded into the finance system and is available as required. Council should, on a regular basis, review the useful lives of assets to ensure that the depreciation expense is realistic and accurately measures the annual loss of value of the asset this does not appear to be the case.

### 3.2 Asset Knowledge Processes

Overall category score

C

#### 3.2.1 Asset accounting/valuation

There should be clear valuation and depreciation guidelines and accounting processes against various hierarchy levels and categorised in accordance with accounting requirements developed and used. The responsibilities for system and data management should be clearly defined. There should be data validation and audit processes developed and used.

#### Findings

Council's asset valuations are carried out by external valuers. Processes are in place to ensure that assets are capitalised as appropriate. Data management is handled appropriately however not fully documented and understood.

### 3.3 Strategic Asset Planning Processes

Overall category score

D



### 3.3.1 Strategic long term plan

There should be strategic asset management plan documents that are fully aligned with Council's other strategic documents. The documents should include or define the plan review process, long term expenditure forecasts with operations and maintenance, renewals and new/upgrade forecasts separately identified and Council's strategy for the management of Council's assets. There should be evidence that the strategy is being complied with.

#### Findings

Council has a long term strategic asset management plan in place which incorporates long term asset expenditure projections. There is a clear strategy and a regular review process in place however at the moment the linkages to the LTFP are not robust and need to be further developed and incorporated into future versions of the LTFP.

### 3.3.2 Asset management policy and strategy

We would expect there to be an asset management policy which has been adopted by Council and which defines vision and service delivery objectives and reinforces the need to use a lifecycle cost approach. The policy should be reviewed annually. There should be evidence that the policy is being complied with.

#### Findings

Council has a current asset management policy in place. The policy is currently under review and a new policy is in draft form. The draft policy states that assets are to be managed in accordance with 'best practice' but it is clear that the implications and cost of such an objective have not been thought through. The current and draft policy incorporates lifecycle cost as a key component. It would appear that the policy is generally being complied with.

### 3.3.3 Levels of service

We would expect that levels of service are clearly defined in each asset management plan and are aligned to Council's strategic objectives and legislative requirements and have been developed taking community input into account. Community and technical levels of service should be separately identified, with the latter incorporated into service level agreements and operations and maintenance and renewals processes. Performance against level of service targets should be monitored in accordance with documented procedures.

#### Findings

Council has adopted asset-based service levels for its assets. High level community consultation has been undertaken however the results of the consultation process have not been fully articulated into the asset-based services levels. Currently there is no monitoring of service levels.



### 3.3.4 Risk management

Council should have a corporate risk management policy and strategy, and a risk assessment should exist for each asset class in accordance with them. The assessment should identify critical assets and any risk mitigation strategies or measures. Council should have emergency response and recovery and business continuity plans, taking into account each asset class.

#### Findings

Council has an organisational-wide risk management policy, with some high level risks for assets identified. Council has not included critical asset analysis into its risk processes at this stage.

### 3.3.5 Financial planning and capital investment

We would expect Council to have a Long Term Financial Plan (LTFP) that is based on Council's Community Strategic Plan, Workforce Plan and Asset Management Plans. The LTFP should incorporate lifecycle planning, forward capital works planning, risk and sensitivity analyses and project prioritisation processes.

#### Findings

Whilst Council has a forward works program in place, it is not clear whether the linkages with the LTFP are robust. The linkages between the AMP and the LTFP are also not robust and do not provide a good assessment on the overall financial impact of the Council's assets. Currently there is no project prioritisation methodology in place, and sensitivity analysis is not carried out.

### 3.3.6 Asset management plans

There should be asset management plans covering all assets owned by Council. The asset management plans should include levels of service with performance targets and actions and costs established to achieve them, together with the following:

- Demand forecasts
- Lifecycle cost plans
- Forecast costs separately identified for operations, maintenance, renewals new/upgrades and depreciation
- Asset disposals
- An asset management improvement plan

Consideration should be given to solutions not involving assets owned by Council. There should be clear evidence that they have been prepared taking community consultation into account.

#### Findings

Council has a set of asset management plans in place which meet the core requirements. The plans should be further developed to ensure that they drive long term asset sustainability. Whilst community consultation has been carried out in relation to assets, the results of the consultation are not yet reflected in the asset management plans.



### 3.4 Operations and Maintenance Work Practices

Overall category score

D

#### 3.4.1 Operations/maintenance management

We would expect there to be operation and maintenance plans taking levels of service and performance targets into account for each asset class. This should be supported by processes for collecting, validating and auditing operations and maintenance data. There should be written processes for planning maintenance and works order and costing management that are used. There should be written maintenance specifications and, where appropriate, performance based contracts or service level agreements in place.

##### Findings

Council's cost ledger is broken up so that detailed analysis of costs can be undertaken. Costs can be broken down by activity and / or asset if required. At this stage, there is no maintenance management system or plan in place and work is generally carried out on a cyclical and / or reactive basis.

#### 3.4.2 Critical assets

We would expect critical assets to have been identified taking into account risk and emergency management and written strategies established for their management, with regular written reports on their condition and performance.

##### Findings

Whilst Council's critical assets are known (based on local knowledge) there has been no criticality analysis undertaken by Council. Council only has basic quality management systems in place at this stage.

### 3.5 Information Systems

Overall category score

C

#### 3.5.1 Asset register

There should be a single asset register that captures, manages and reports on asset data as required by asset management. It should be possible to sort data by different hierarchy levels and to customise reports if required. The register should integrate with other asset management systems.

##### Findings

Council currently runs the Civica asset management software package. The system has suitable reporting capability and is set up appropriately for the organisation. Council also runs the Civica financial system which allows for integration between the asset and financial systems.



### 3.5.2 Systems integration

Asset management systems should integrate or interface with corporate systems, including the customer request, document management, accounting and HR systems. There should be a spatial system (GIS) implemented with written processes that are used.

#### Findings

Council currently has a single asset register located in the Civica software suit. However no GIS or spatial linkages have been created at this time.

## 3.6 Organisational Context

### Overall category score

D

### 3.6.1 Organisational strategy

There should be evidence that asset management drives Council in terms of the use and management of its assets, aligned with Council's policies and strategies. Council's structure and position descriptions should clearly identify asset management roles and responsibilities across all asset classes. There should be written processes for capital investment based on Council's strategic plans, lifecycle costs and risk assessments.

#### Findings

Currently the organisation would appear to understand the importance of asset management for the long term sustainability of the organisation. As such, staff roles and responsibilities are reasonably well defined. However, the decision making / prioritisation process around capital works requires further work to ensure clarity as to how capital works decisions are made. The internal processes to promote asset management are ad hoc in nature though the importance of asset management is well understood.

### 3.6.2 Asset management review/improvement

We would expect that there is a prioritised asset management improvement plan, with responsibilities and timeframes in place that is monitored and reported on. There should be a benchmarking process and regular asset management reviews in place.

#### Findings

Council has a detailed asset management improvement plan in place that allocates tasks and time frames, but there is no evidence that the plan is being implemented.

### 3.6.3 Asset management roles and responsibility

We would expect that asset management roles and responsibilities are clearly identified. There should be a clear training program in place for all levels in the organisation, including Council, with needs assessments where appropriate. Identified needs should be included in a workforce management plan.



#### Findings

Whilst Council has its asset management roles and responsibilities reasonably well defined, the asset management skills are based on the current skill levels of staff within the organisation. There is a risk that should those staff leave, the organisation could be without core skills required for asset management. Asset management training is carried out in an opportunistic manner as required.

## 4 Asset Financial Assessment

### 4.1 Introduction

In assessing Broken Hill City Council's asset financials, we have reviewed the 2015/16 financial statements of the Council to obtain Council's total value of assets, annual depreciation, new assets and renewals expenditure for the last financial year. We used these values to calculate various ratios using the methods in line with local government guidelines for asset management, such as:

- Asset Consumption Ratio is calculated by dividing written down value by current replacement cost of depreciable assets; this ratio should generally be between 75% and 50%
- Backlog Ratio is calculated by dividing the cost to bring assets to satisfactory standard by carrying value of assets; this ratio should be less than 2%
- Renewals Ratio is calculated by dividing asset renewal value by depreciation cost; this ratio should be greater than 100
- Maintenance Ratio is calculated by dividing actual maintenance cost by required maintenance cost this ratio should be 100%.

In addition, we have also reviewed Council's Infrastructure Backlog as set out in Special Schedule 7 and the rate of depreciation against the other Far West NSW councils.

## 4.2 Current Asset Condition

The summary of the results is shown in the table below.

Table 4-1 Financial summary of the councils' current asset condition

Asset financial summary based on 2015/2016 financial statements								
	Balranald	Bourke	Brewarrina	Broken Hill	Central Darling	Cobar	Walgett	Wentworth
Total Value of Assets	\$183.8M	\$296M	\$181.8M	\$310.4M	\$197.7M	\$373.7M	\$272.3M	\$505.6M
Annual Depreciation	\$5.4M	\$3.2M	\$2.6M	\$6.1M	\$3.2M	\$5.5M	\$4.8M	\$6.5M
Consumption Ratio	52.10%	73%	63%	62%	70%	74%	53%	70%
Renewals Last Year	\$4.2M	\$2.3M	\$1.9M	\$4.1M	0	\$4.4M	\$3.7M	\$4.7M
New Assets	\$63K	\$219K	\$1.2M	\$2.6M	0	\$440K	45K	\$133K
Backlog Ratio	10.90%	2.17%	2.00%	16.10%	18.30%	15.73%	11.90%	11.30%
Renewals Ratio	77.80%	113.70%	73.90%	65.80%	0.00%	82.99%	78.90%	72.10%
Maintenance Ratio	55%	108%	66%	93%	70%	53%	82%	100%

To get consistency we apply a consistent methodology (developed by Morrison Low) across all the councils to determine the cost to satisfactory and the required maintenance expenditure. The table below summarises the results achieved using this approach which creates a more meaningful comparison of the backlog, renewals and maintenance ratios.



Table 4-2 Financial summary of councils using supplied data, calculated using Morrison Low's approach

Financial summary based on supplied data, calculated using Morrison Low approach								
	Balranald	Bourke	Brewarrina	Broken Hill	Central Darling	Cobar	Walgett	Wentworth
Backlog Ratio	3.20%	2.03%	10.02%	5.82%	9.48%	13.95%	32.90%	5.20%
Renewals Ratio	70%	71.80%	73.90%	8.37%	0.00%	79.57%	75.83%	72.10%
Maintenance Ratio	31%	96.11%	72.68%	158.00%	147.00%	47.46%	79.38%	73.60%

In our view, the total backlog ratio for Broken Hill Council is 5.8%, rather than 16.1%. Likewise, we calculated a 158% maintenance ratio compared to Council's estimate of 93%. We believe this comparison provides a more realistic overview of the current financials associated with asset management.

We have also noted that Council has reported a renewals ratio of 65.8% however this does not reconcile with the renewal figures in note 9 of the financial statements. As part of the financial statements Council has allocated the majority of its capital expenditure to new assets rather than for asset renewal. As such, a renewal ratio of 8.4% is more reflective and consistent with the financial reporting in note 9.

However, it is important to note that the assessment is a reflection of the financial reporting and condition ratings applied by councils on their various asset types. The accuracy of this information has a strong correlation with the reliability and practicality of the asset condition data.

It should also be noted that Council provided further data to allow us to recalculate the backlog ratio. The data in SS7 of the financial statements highlighted each asset group as having all assets in one of the asset conditions. This cannot be an accurate representation of the condition of Council's assets. It is our view that a maintenance ratio in excess of 100% is not good practice. Overall, Council will obtain better value for money carrying out asset renewal type work. Should the excess maintenance expenditure be allocated to asset renewal this would result in approximately an additional \$1.4 million allocated to asset renewals.



### 4.3 Infrastructure Backlog Assessment

The assessment also considered each council's infrastructure backlog as set out in Special Schedule 7. For comparative purposes the 2015/16 year was used as at the start of the review all councils had reported Special Schedule 7 as of 30 June 2016 in their Annual Reports.




Our comments reflect our opinion and are solely in relation to whether:

- (a) the size of the backlog should be of concern to Council (*Asset Rating*)
- (b) we have confidence in the number declared by Council as the size of its infrastructure backlog (*Confidence in data*)

The results are set out in the table below and for clarity we have used indicators to demonstrate the answers to each of the questions.




#### **Asset rating**

The assessment has been made by considering the size of the backlog relative to the asset base.

	Green	In control
	Yellow	Monitor
	Red	Action required

#### **Confidence in data**

The assessment has been made in part on the robustness of the methodology that Council has used to calculate the infrastructure backlog and in part on a comparison with the standard methodology used to calculate the cost to bring the assets up to condition rating 3, taking into account the relative size of the asset base. To derive a standard methodology we have, for the purposes of this assessment, assumed that 'satisfactory' is condition 3.

	Green	High level of confidence
	Yellow	Medium level of confidence
	Red	Low level of confidence



Asset financial summary based on 2015/2016 financial statements					
Assets	Replacement Cost \$'000	Depreciated Value \$'000	Asset Condition Rating	Council's Estimate to Satisfactory \$'000	Confidence in the Data
Buildings	\$102,720	\$44,131	●	\$8,060	🚩
Other Structures	\$6,630	\$5,933	●	\$ -	🚩
Road Assets	\$175,756	\$123,728	●	\$25,187	🚩
Stormwater Drainage	\$12,397	\$8,692	●	\$200	🚩
Open Space/ Recreational Assets	\$12,896	\$10,278	●	\$100	🚩
Other Infrastructure Assets	\$ -	\$ -			
Water Supply Network	\$ -	\$ -			
Sewerage Network	\$ -	\$ -			
<b>Total</b>	<b>\$310,399</b>	<b>\$192,762</b>	●	<b>\$33,547</b>	🚩

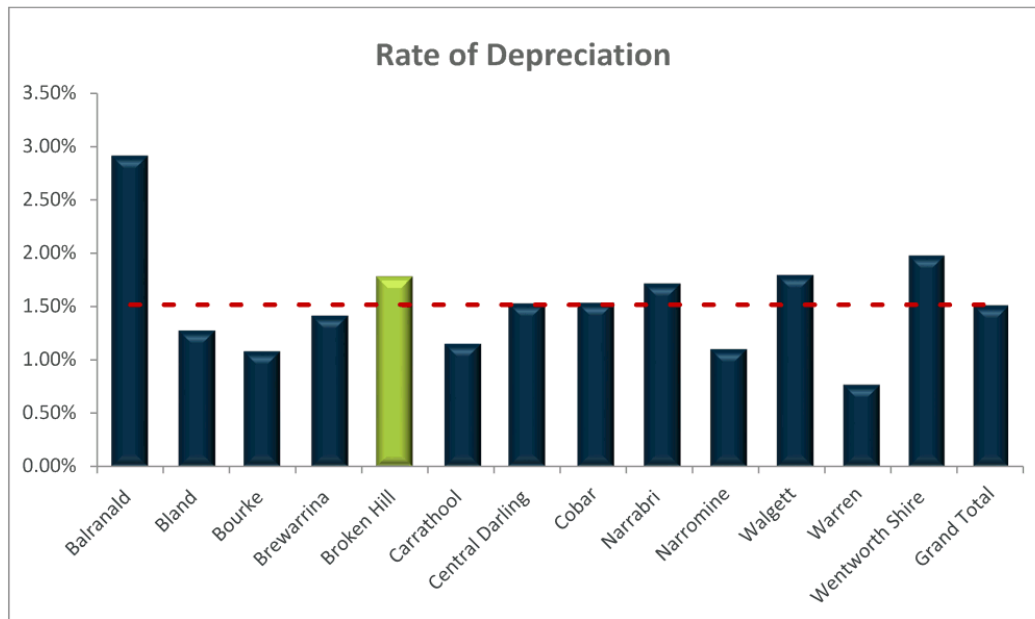
Council has currently assessed their asset backlog at 16.1%. Based on the asset condition data provided as part of Special Schedule 7 for 2015/16, we believe that this is overstated and Council's backlog is not as large as indicated. We have a low level of confidence in Council's asset data.

#### 4.4 Asset Depreciation

We have compared the eight Far West councils' financial data with other Group 9 and 10 councils. The rate of depreciation for each council is compared to gain better understanding of the rates used by other councils and assumes that the councils have similar compositions of asset classes. This is represented in the form of graphs for the overall infrastructure assets of the council. We recommend that any council with depreciation rates that are significantly over or under the mean should be reviewed to determine potential cost savings or ensure appropriate levels of expenditure are applied.



Figure 4-1 Rate of depreciation



The comparison indicates that there may be opportunity for Broken Hill to review current asset valuations and approach to depreciation. The variation in the rate of depreciation could be as a result of higher replacement cost of assets or shorter asset lives.

It should be noted that depreciation must accurately reflect the true loss of value of the assets, and the potential savings in depreciation may be offset by variations in local conditions and costs of asset renewals. Any reduction in overall depreciation can have a significant impact on Council's overall sustainability.

## 5 Data Reliability Assessment

A sample of the Council's assets was inspected and the results indicate consistency between the physical assets and their description in the relevant asset register. The assets inspected included roads, footpaths, drainage, buildings and bridges.

It would appear that Council's assets are generally well maintained, which supports the different view of the asset conditions in Section 4.



## 6 What Broken Hill City Council is Doing Well

Broken Hill, as the largest of the Far West councils, generally maintains a good asset management system. Due to its size, Council is reasonably well resourced for asset management. Council's knowledge of its assets and its information systems provide a solid framework for good asset management practices.

We also note that some of Council's community consultation practices were very good and provide useful information for Council, particularly in understanding the community's ability and willingness to pay for asset based services. Council needs to incorporate these findings into its asset management plans and strategies.

## 7 Summary of Needs, Issues and Barriers

Broken Hill is well on its way to achieving Core competency in asset management, however the key barrier / issue to improving asset management practice involves Council taking a more strategic approach to providing asset based services. Council should work on ensuring better integration between the Community Strategic Plan, the Asset Management Strategy and the Long Term Financial Plan. Better modelling of the impact of asset expenditure on the long term financial position of the Council is essential.

## 8 Benchmarking

The following graphs set out a comparison of Broken Hill City Council compared to the results of all our recent asset management assessments. The processes and systems used to make the assessment of Council are directly comparable to these assessments.

Each graph shows how Broken Hill City Council's assessment in each category compares to other councils. It should be noted that these audits reflect the situation at a point in time and some of these Councils would have made advances in their asset management maturity since that time. Council's score for each category has been highlighted in green.



Figure 8-1 Asset/Knowledge Data

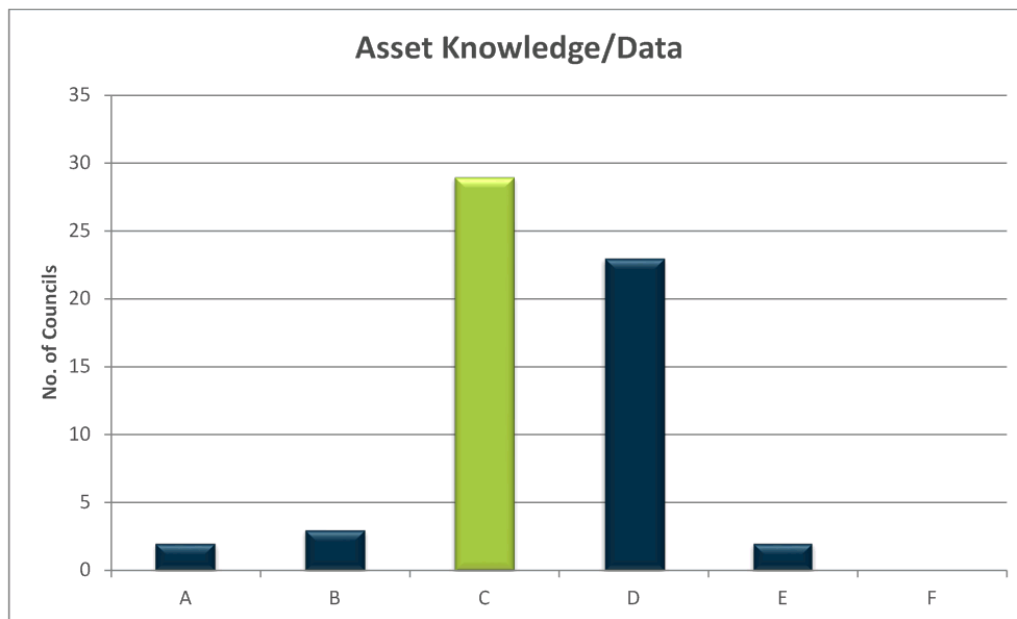


Figure 8-2 Asset/Knowledge Processes

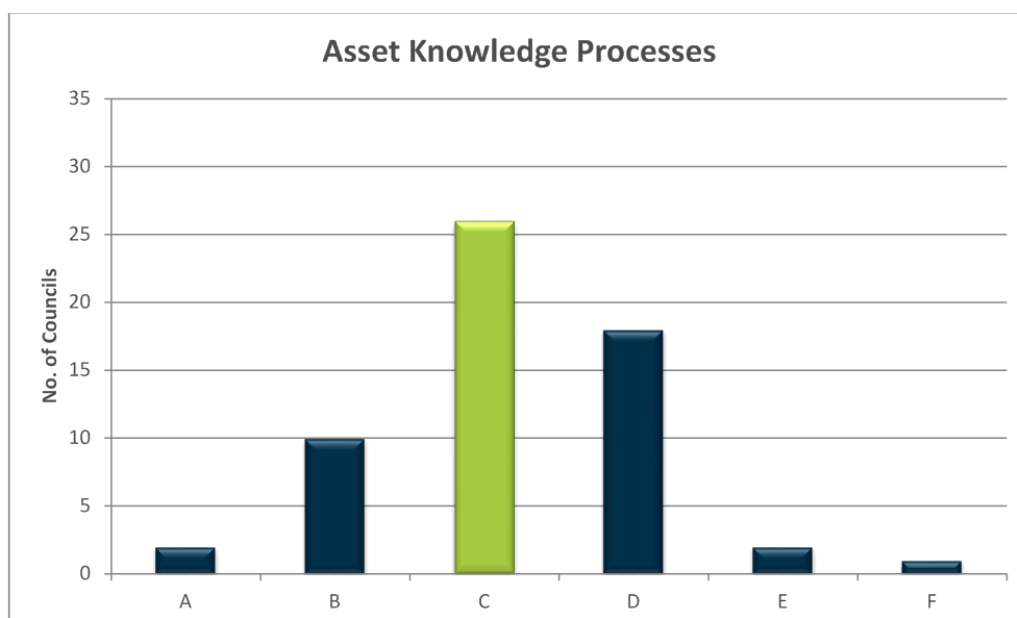




Figure 8-3 Strategic Asset Planning Processes



Figure 8-4 Operations and Maintenance Work Practices

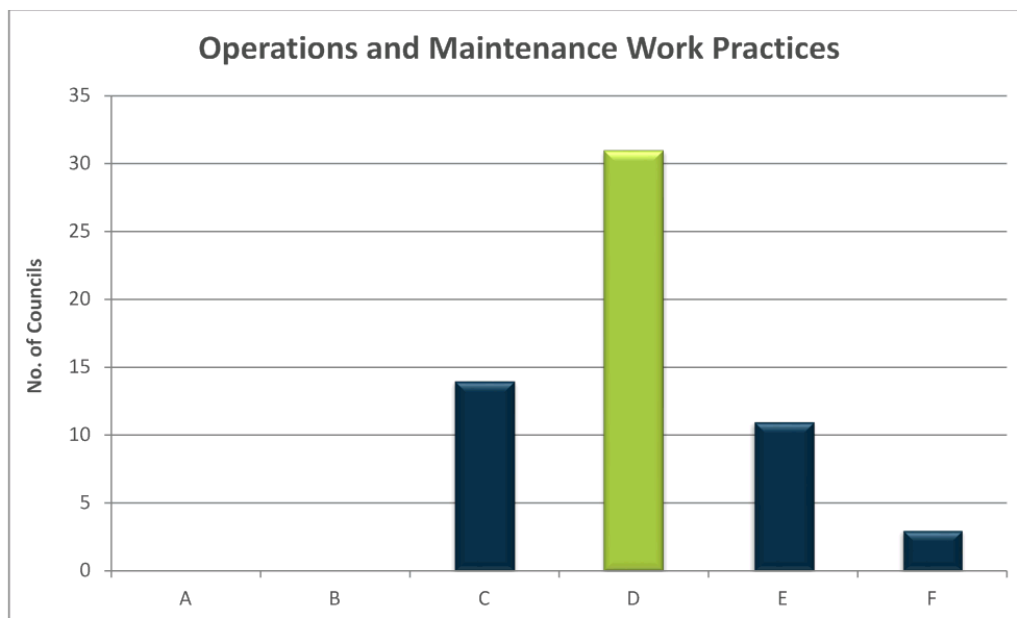




Figure 8-5 Information Systems

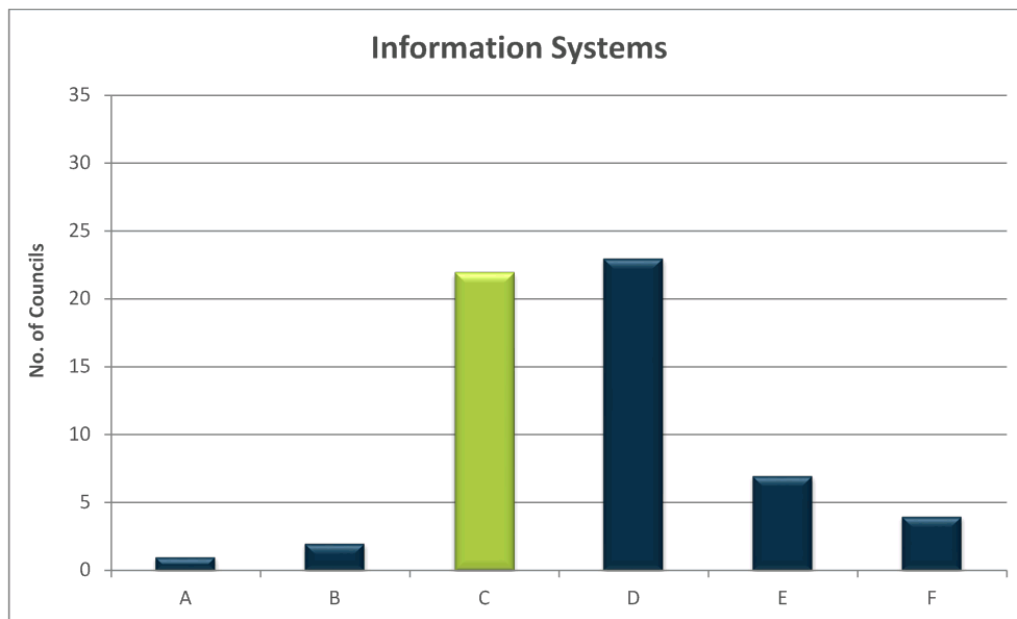


Figure 8-6 Organisation Context





## 9 Recommendations and Next Steps

Based on the onsite reviews of Council asset related documents and our understanding of practices and processes, we consider the following steps should be considered in the next iteration of Council's asset management improvement plan.

Action	Priority
Council documents its critical assets initially based on its understanding of the asset network, and undertake a risk analysis highlighting risk mitigation strategies for critical assets.	H
Council review all asset valuations and asset lives to ensure that the asset valuations are up to date and accurate.	H
Develop an asset condition inspection strategy that utilises internal resources and embeds a sustainable condition inspection process for the organisation.	M
Council develop a capital works prioritisation model that ensures best value out of Council's asset expenditure.	M
Council investigate the use of a maintenance management system on Council owned assets.	M
Council update and further develop its asset management improvement plan and the implementation progress be reported to the senior executive team on a regular basis.	M
Council clearly define the asset management roles and responsibilities keeping in mind the organisational capacity and ongoing sustainable management of assets.	M
Councils LTFP should better reflect the impact of changes in asset expenditure to better highlight the Councils long term financial position	M
Council work to include the community feedback when developing asset based service levels and ensure that these service levels are reported to senior management on a regular basis.	M



## Broken Hill City Council

### Financial Assessment and Sustainability Report

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Date: 13 April 2017

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Prepared for the Office of Local Government



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## Disclaimer

This report has been prepared by New South Wales Treasury Corporation (TCorp) in accordance with the appointment of TCorp by the Office of Local Government (OLG) as detailed in TCorp's letter of 23 May 2016 and the Agreement between TCorp and OLG dated 19 January 2017.

The report has been prepared based on information provided to TCorp by Broken Hill City Council. TCorp has relied on this information and has not verified or audited the accuracy, reliability or currency of the information provided to it for the purpose of the preparation of this report. TCorp makes no representation as to the accuracy, reliability or completeness of the information contained in this report.

In addition, TCorp does not warrant or guarantee the outcomes or projections contained in this report. The projections and outcomes contained in this report do not necessarily take into consideration the commercial risks, various external factors or the possibility of poor performance by Broken Hill City Council, all of which may negatively impact the financial capability and sustainability of Broken Hill City Council. This report focuses on Broken Hill City Council's future sustainability, within prudent risk parameters and the limits of its financial projections.

The report has been prepared for OLG. TCorp shall not be liable to OLG or Broken Hill City Council or have any liability to any third party under the law of contract, tort and the principles of restitution or unjust enrichment or otherwise for any loss, expense or damage which may arise from or be incurred or suffered as a result of reliance on anything contained in this report. TCorp expressly disclaims any duty to update any information contained in this report.

## 1. Executive Summary

In March 2013, TCorp provided Broken Hill City Council (the Council) with a Financial Assessment and Benchmarking Report as part of the work undertaken for the OLG and Independent Local Government Review Panel.

In the report TCorp made the following recommendation:

‘Council’s current LTFP urgently needs to be reviewed to include sustainable growth in revenues and expenses, as well as a capital program that highlights Council’s total funding requirements to achieve a Sustainable position in respect of its assets. Once this is completed Council will be able to consider the options for meeting its overall funding requirements to achieve Sustainability.’

TCorp subsequently issued a letter to Council which stated that Council had a Financial Sustainability Rating (FSR) of Very Weak with an Outlook of Neutral.

Following receipt of the report, we understand that Council has undertaken the following key actions:

- Council undertook a major review of its 10-year LTFP in FY2015 with the aim to guide Council towards achieving a balanced budget through cost reduction strategies, whilst prioritising service delivery and asset renewals. The review included a large-scale organisational restructure and improvements to current practices that promote effectiveness and efficiency in all aspects of Council’s operations
- In December 2014 Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O’Neil Village. This allowed Council to concentrate on its core business and reduce losses by over \$1.0m p.a. Council was successful in selling its 40 bed licences for \$1.8m in November 2015, and the village centre sold in August 2016 to a senior community living specialist – these proceeds will be directed towards improving Council’s infrastructure assets
- Council has adopted a rating strategy that progressively redistributes some mining rates to the residential and business rating categories. This ensures that if there is a reduction in mining operations and/or the land valuation of mining properties, the impact will be less significant on Council’s revenue stream and on its ratepayers. Prior to commencement of this initiative mining income was 27.3% of total rates revenue in FY2013, Council is proposing to achieve a level of 10.0% by FY2023

The key observations from our review of Council’s historic performance over the past five years are:

- Over the review period Council undertook measures to decrease its operating costs by 16.3%, which enabled Council to achieve an operating surplus of \$1.2m in FY2016. Council has been focused on reducing its operating costs to avoid burdening the community through expansion of its revenue base
- Council has the largest rate base out of the eight Far West councils and is therefore less reliant on external funding sources. The higher level of financial flexibility is evident through Council’s Own Source Operating Ratio which averaged 63.8% across five years
- Council had an increasing cash balance due to lower levels of capital expenditure over the five-year review period. There was a funding shortfall on assets in four out of five years which has led to Council’s decreasing asset base, despite a net revaluation increment of \$1.6m across the review period

- Council has had manageable levels of debt as indicated by its debt ratios, excluding FY2014 which was a one-off as EBITDA returned a negative result due to the receipt of only six months of Financial Assistance Grant (FAG) payments in that year
- The accuracy and reliability of Council's historical asset data is uncertain but this has been a work in progress with increased focus placed on this area in FY2016. Council now has an established asset and accounting team and are working towards capturing and recording accurate infrastructure conditions and backlog data
- Council's average depreciation rate of 1.9% (calculated based on face value) is at levels above the normally expected average for councils in NSW. As asset data improves the depreciation numbers may need to be adjusted to reflect the more accurate data

The key observations from our review of Council's updated 10-year forecasts are:

- Operating results are budgeted to be impacted in FY2017 following the recruitment of some senior staff replacements and one-off increases relating to additional contract works as part of the Broken Hill Living Museum + Perfect Light program
- Council's operating performance is forecast to gradually improve and achieve surpluses by FY2024. This upward trend is attributable to internal efficiencies that will assist with the containment of operating expenses, forecast to increase by an average of 1.0% p.a., whilst forecast operating revenues are forecast to increase by an average of 2.4% p.a.
- Council has accumulated additional working capital through one-off receipts such as the proceeds from the Shorty O'Neil Village bed licences and plans to utilise these cash reserves to improve its asset ratios, while maintaining sufficient liquidity throughout the next 10 years
- Depreciation expense is forecast to gradually increase from FY2018 despite a decreasing trend in Council's asset base
- With the cessation of block grants for the provision of community services, the impact on Council's operating performance would have been severe due to the underlying costs of about \$3.5m p.a. The decision by Council to exit from community services will assist Council in achieving a sustainable future

In respect of the long term Sustainability of the Council our key observations are:

- Council is in the process of updating its Asset Management Policy and developing a new Strategic Asset Management Plan which are due to be completed for adoption in June 2017. The new plan provides an overview of all asset classes based on revised asset valuations, recent condition assessments and the impact on depreciation. Recent reviews have indicated that forecast depreciation expense is likely to decrease which will positively impact Council's operating results
- The LGA has experienced a population decline in recent years because of a contraction in mining activity. Council's primary objective has been to stabilise this decline by fostering economic opportunities, such as approving new/expanding mining developments and supporting the increased demand for renewable energy. Apart from generating additional revenue for Council through increased rates and Voluntary Planning Agreements, the community also benefits from new job opportunities that would potentially attract increased population into the LGA
- Other initiatives by Council include utilising its National Heritage City listing to promote tourism through projects identified within the Living Museum + Perfect Light program, and ongoing service reviews such as retendering contracts using economies of scale along with other councils
- Council will be undertaking further community surveys to understand the levels of services required by the community as its current backlog figure is measured on all assets being renewed

to Condition 1. Council anticipates that the Infrastructure Backlog Ratio will improve as a result of this consultation process

Based on our review of both the historic financial information and the 10-year financial forecast within Council's LTFP, we consider Council to have a FSR of Weak with an updated Outlook of Positive.

This represents a significant improvement from the initial FSR of Very Weak and an Outlook of Neutral provided to Council in April 2013, and is reflective of major changes undertaken by Council especially with improved cost control. We believe that Council has the appropriate strategies in place to continue to improve its sustainability in the medium to long term. Assuming Council achieves its forecast performance, TCorp would expect Council to achieve a FSR of Moderate within the next one to two years.

## 2. Council Characteristics

Population:	19,048			
Population change over five years:	-1.9%			
Outstanding rates and annual charges:	11.6%			
Number of rating assessments for:	Residential	Farmland	Business	Mining
• FY2015	9,556	5	604	2
• FY2014	9,591	5	607	2
• FY2013	9,587	5	607	2

*Statistics from 2014-15 and 2013-14 OLG comparative data sheet*

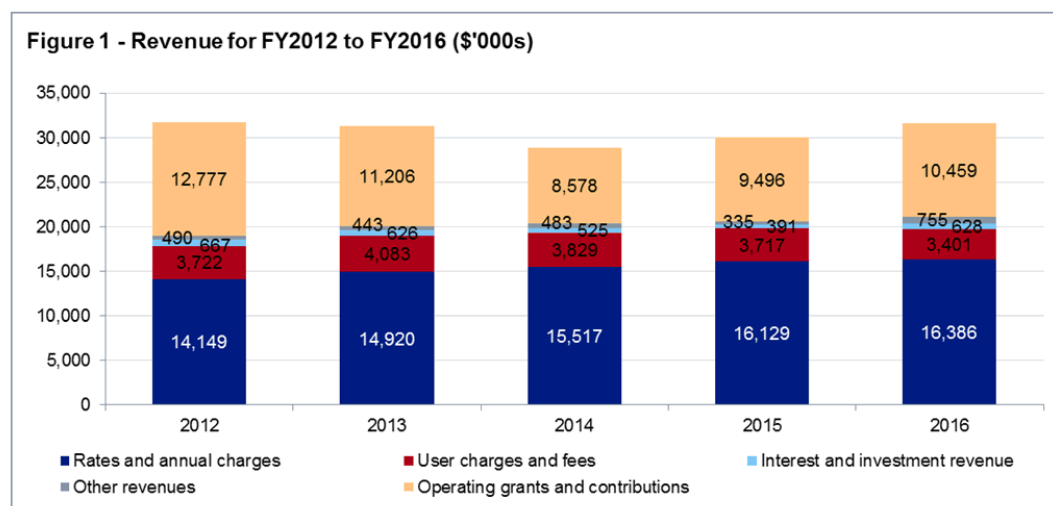
Mr James Roncon has been Council's General Manager since April 2016 and is well-versed with the local government sector. He offers over 18 years of experience in executive management roles, including General Manager positions previously held at Cowra Shire Council and Carrathool Shire Council.

Mr Roncon and his team have demonstrated a clear understanding of Council's long term goals and have developed strategies to ensure these goals are achieved.

### 3. Review of Financial Performance and Position

TCorp has updated its review based on the FY2016 annual audited accounts of the Council.

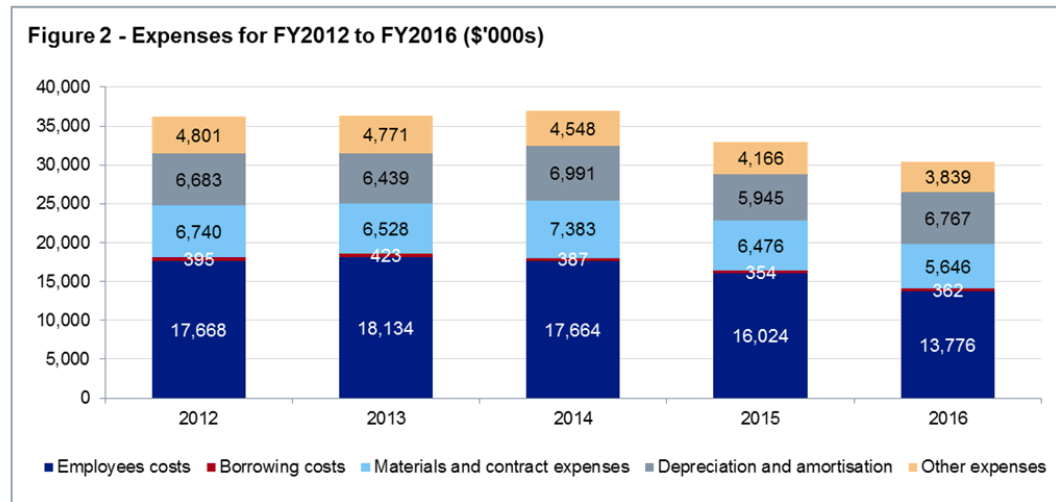
#### 3.1 Revenue



#### Key Observations

- The composition of rates income changed in FY2014 as Council resolved to reduce the heavy reliance on the Perilya and CBH mines, by shifting 6.0% of rates income from the mining category to the residential and business rating categories. This progressive reapportionment of rates continued in FY2015 and FY2016 – mining rates comprised 27.3% of total rates income in FY2013 and reduced to 17.6% by FY2016
- In FY2015 the \$0.7m increase in private works (mostly related to works performed on behalf of the RMS) cushioned the reduction in aged care fees when the facility closed in December 2014. Council introduced a waste disposal tipping fee in FY2016, however due to the 60.3% reduction in private works, user charges and fees decreased to the lowest point in five years
- The decreasing trend in interest and investment revenue was reversed in FY2016 as a result of improved investment management practices and a \$7.7m increase to Council's cash position
- Other revenue increased by 125.4% in FY2016 due to legal fees recovery and the reduction of bad debts provision
- The prepayment of FAGs have caused a distortion in the level of operating grants received in FY2012 (five quarters) and FY2014 (two quarters). If FAGs were normalised for those two years, operating grants and contributions would be at similar levels as FY2013. The Shorty O'Neil Village historically relied on around \$1.0m p.a. in operating grants to cover its expenditure, which ceased along with the aged care operation in FY2015. The increase in grants and contributions in FY2016 was from increased funding for local roads maintenance (\$0.7m), and additional funding received for a dam remediation project (\$0.4m)

### 3.2 Expenses



#### Key Observations

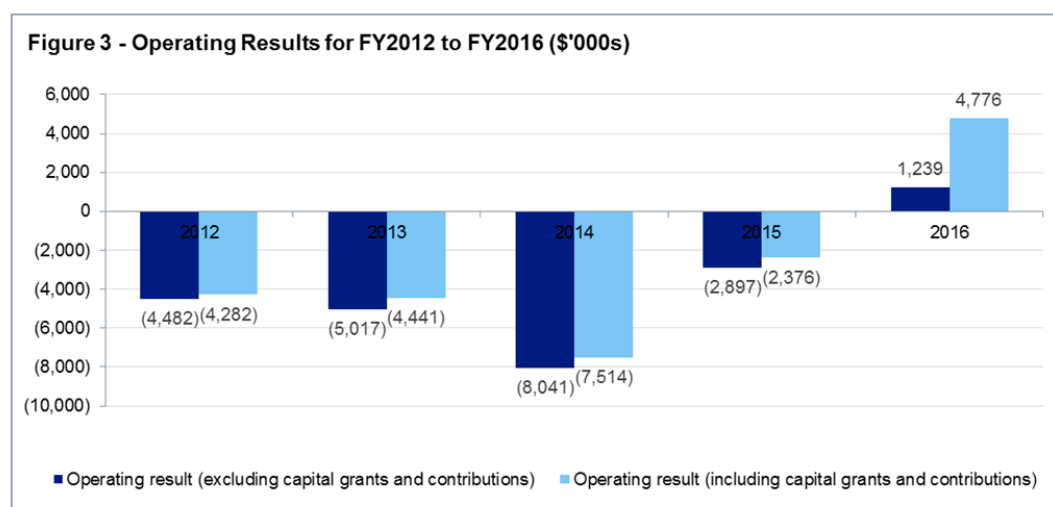
- Council's cost reduction/containment strategies have seen annual operating expenses fall from \$36.3m in FY2012 to \$30.4m in FY2016
- Council undertook a major organisational restructure which upon finalisation, saw the number of full-time equivalent employees decrease from 227 in FY2014 to 161 in FY2015 – including the redundancies of staff from the aged care facility. Council was liable for \$2.3m of employee termination costs which impacted the cost savings in FY2015. In FY2016 the productivity improvements and senior staff vacancies (for most of the year) both contributed to the further 14.0% decrease in employee costs
- Borrowing costs remained around \$0.4m p.a. over the review period with Council borrowings in the vicinity of \$5.2m to \$6.6m
- There was a \$0.4m increase in contractor and consultancy costs in FY2015 due to a one-off expense relating to design work for a haulage road project (which did not proceed). Materials and contract expenses resumed historic levels in FY2015, then decreased by 12.8% in FY2016 following efficiency improvements within the workplace and increased focus on capital renewal road works as opposed to ongoing maintenance
- Ongoing asset revaluations have caused depreciation expense to fluctuate over the review period, in particular road assets as Council continuously improves the quality of its infrastructure data
- Other expenses decreased year-on-year as improvements to Council operations and practices have resulted in efficiency savings organisation wide. The reduction in utility costs was the main factor, for example with the efficient water and energy usage in sport grounds and parks

### 3.3 Operating Results

TCorp has made some standard adjustments to focus the analysis on core operating council results. Grants and contributions for capital purposes, realised and unrealised gains on investments and other assets are excluded, as well as one-off items which Council have no control over (e.g. impairments).

TCorp believes that the exclusion of these items will assist in normalising the measurement of key performance indicators, and the measurement of Council's performance against its peers.

All items excluded from the Income Statement and further historical financial information are detailed in Appendix A.



#### Key Observations

- Council's efforts for continuous improvement in operating performance is evident with the operating surplus achieved in FY2016. This has been a gradual process with some major decisions made within Council to ensure minimum impact on its ratepayers

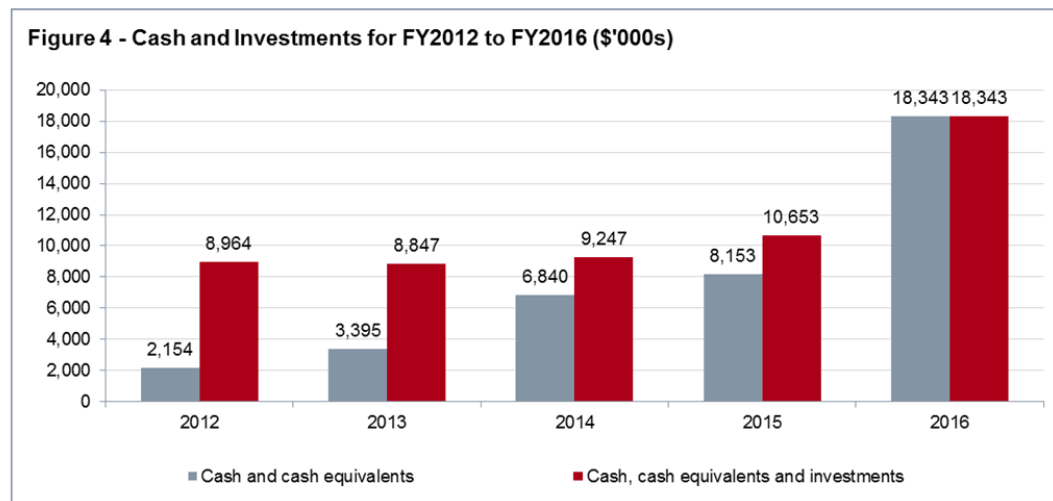
### 3.4 Financial Management Indicators

Performance Indicators	Year ended 30 June				
	2012	2013	2014	2015	2016
EBITDA (\$'000s)	2,596	1,845	(663)	3,402	8,368
Operating Ratio	(14.1%)	(16.0%)	(27.8%)	(9.6%)	3.9%
Own Source Operating Revenue Ratio	59.5%	63.0%	69.1%	67.3%	60.2%
Interest Cover Ratio	6.57x	4.36x	(1.71x)	9.61x	23.12x
Debt Service Cover Ratio	4.61x	2.59x	(0.14x)	4.82x	7.89x
Cash Expense Ratio	3.2 months	3.2 months	3.4 months	4.8 months	9.5 months
Unrestricted Current Ratio	1.28x	1.74x	1.43x	1.45x	2.23x
Net assets (\$'000s)	245,896	258,815	257,045	234,579	241,754

#### Key Observations

- The cessation of FAGs prepayment in FY2014 caused a shortfall in operating grants of about \$2.5m – EBITDA would be a positive \$1.8m if all four quarters of FAGs were received in FY2014. The increase in EBITDA in FY2015 and FY2016 is a reflection of Council's improved operating results, in particular FY2016 when the Operating Ratio achieved the benchmark
- Council's Own Source Operating Revenue Ratio has been restated for FY2012 as part of changes to the methodology calculation which now includes interest, investment and other revenue. The ratio was impacted in FY2016 due to a \$3.0m increase in capital grants and contributions to fund the restoration of the Civic Centre and projects to renew the CBD
- In FY2014 Council consolidated its existing loans and refinanced them through a new facility. The impact of this and the negative EBITDA in FY2014 has skewed the DSCR and ICR and is therefore not a true representation of Council's position at that time. Council has had manageable levels of debt as indicated by the ratios in the remaining years
- TCorp restated Council's CER in FY2012 to include current term deposits in the numerator following an update of our methodology. The improvement in the FY2016 ratio was due to the 72.2% increase in cash and current term deposits that year, all of which were short term positions and included in the ratio calculation
- The Unrestricted Current Ratio was well above the benchmark in FY2016 due to a combination of a higher cash balance and reduced payables in conjunction with lower expenditure for the year
- Asset revaluations have been the main factor influencing Council's net asset position between FY2012 and FY2015, for example the \$16.3m revaluation increment in FY2013 and the \$20.0m revaluation decrement in FY2015. When asset revaluations are excluded, the underlying trend across the five-year period has been a decreasing I,P,P&E asset value of \$16.6m as Council has not been investing sufficiently in renewing or replacing its assets

### 3.5 Statement of Cash Flows



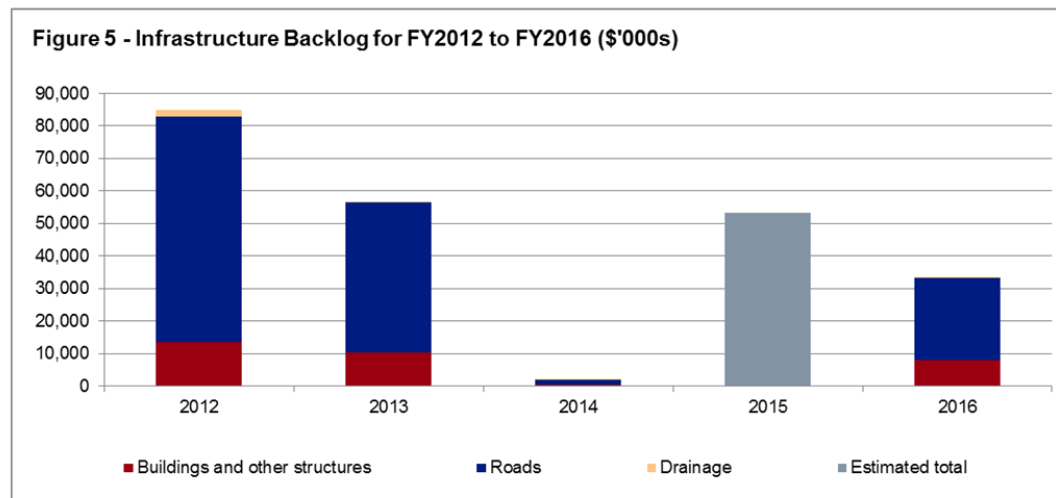
#### Key Observations

- Cash and investments have been on an upward trend, with the increase in FY2016 attributable to the receipt of two large capital grants (which will be progressively spent), proceeds of sale from the Shorty O'Neil bed licences and a decrease in employee costs
- Council's investment portfolio previously held a CDO which was disposed of in FY2015
- Of the \$18.3m held in cash and investments, \$8.0m was externally restricted, \$5.0m was internally restricted and \$5.3m was unrestricted. This is a significant improvement compared to the pre-FY2013 years when Council had an unfunded restricted assets position

### 3.6 Capital Expenditure

The following section predominantly relies on information obtained from Special Schedules 7 and 8 that accompany the annual financial statements. These figures are unaudited and are therefore Council's estimated figures. Auditing of these numbers will provide greater certainty as to the accuracy of the numbers.

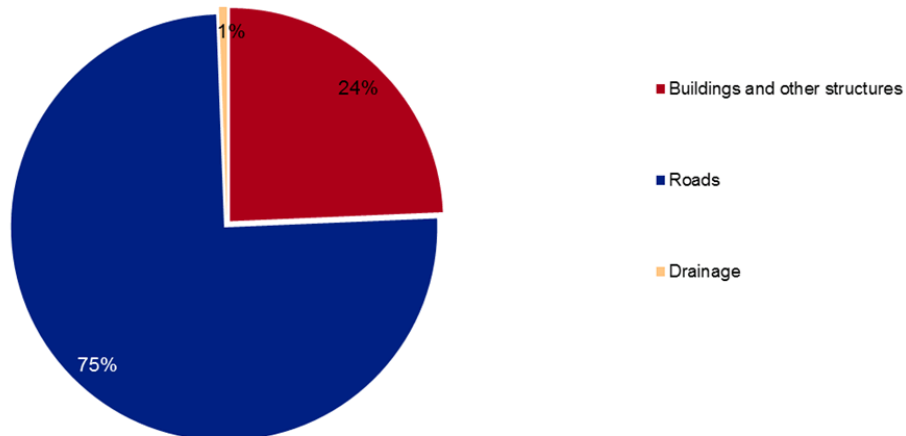
#### 3.6.1 Infrastructure Backlog



#### Key Observations

- The availability and accuracy of asset data have influenced the reliability of Council's reported infrastructure backlog over the review period. There appears to be no correlation with the amount of renewal works performed on Council assets as well as with ongoing asset revaluations
- Council did not report an infrastructure backlog in the FY2015 financial statements as full data was not available at that time. Council has estimated the figure to be \$53.3m based on current data

Figure 6 - Infrastructure Backlog Composition for FY2016



#### Key Observations

- Council reported \$33.5m of infrastructure backlog in FY2016, representing 16.1% of its infrastructure assets value of \$209.0m. A recent review by an independent consultant indicates that Council's backlog may be at a level well below the level stated in 2016. Council will need to review these numbers as it improves its asset data
- The \$209.0m total asset value comprises 36.6% buildings and other structures (including recreational assets), 59.2% road assets and 4.2% stormwater drainage

### 3.6.2 Infrastructure Status

Infrastructure Status	Year ended 30 June				
	2012	2013	2014	2015	2016
Bring to satisfactory standard (\$'000s)	85,040	56,684	2,284	0	33,548
Required annual maintenance (\$'000s)	8,210	6,214	2,650	2,033	4,088
Actual annual maintenance (\$'000s)	6,383	2,479	2,650	2,033	3,797
Total value infrastructure assets (\$'000s)	226,902	237,615	237,374	212,759	208,956
Total assets (\$'000s)	260,860	276,213	273,200	250,118	255,751
Infrastructure Backlog Ratio	0.37x	0.24x	0.01x	0.00x	0.16x
Asset Maintenance Ratio	0.78x	0.40x	1.00x	1.00x	0.93x
Building and Infrastructure Asset Renewal Ratio	0.43x	0.45x	0.05x	0.17x	0.66x
Capital Expenditure Ratio	1.06x	0.44x	0.25x	0.35x	0.58x

#### Key Observations

- An independent consultant recently reviewed Council's asset data. Based on the FY2016 asset condition data as part of Special Schedule 7 and further information obtained from Council, the consultant believes that Council has:

- overstated its Infrastructure Backlog Ratio and was recalculated to be 0.06x
- understated its Asset Maintenance Ratio and was recalculated to be 1.58x
- The asset renewal figure used to calculate Council's Building and Infrastructure Asset Renewal Ratio did not reconcile with Note 9 of the financial statements. Council confirmed that the current Building and Infrastructure Asset Renewal Ratio was calculated correctly and that Note 9 was reported in error
- Council has been spending well under its annual depreciation as indicated by the Capital Expenditure Ratio, which sees a decline in the value of Council's infrastructure assets when asset revaluations are excluded

### 3.6.3 Capital Expenditure Program

The following figures are sourced from the Council's annual financial statements at Note 9 and Special Schedule 8 (not audited). New capital works are major non-recurrent projects which may comprise upgrades to existing assets.

Capital Program (\$'000s)	Year ended 30 June				
	2012	2013	2014	2015	2016
New assets	N/A	1,480	502	1,300	98
Renewal of existing assets	N/A	1,595	2,362	907	4,120
<b>Total</b>	<b>N/A</b>	<b>3,075</b>	<b>2,864</b>	<b>2,207</b>	<b>4,218</b>

#### Key Observations

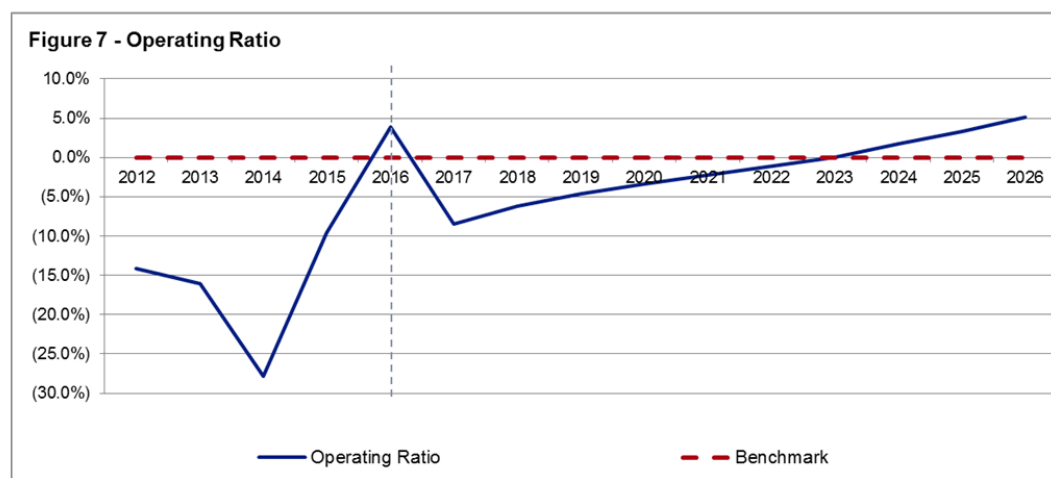
- The increase in capital expenditure in FY2016 is largely from the following major projects:
  - the \$5.0m restoration and upgrade of the Broken Hill Civic Centre (underway)
  - two projects from the Broken Hill Living Museum and Perfect Light program – Argent Street Mineral and Art Intersections and the Broken Hill Archives, these were funded by a \$5.7m donation received from the BHP Billiton Foundation (underway)
- The correct breakdown of new and renewal assets for FY2016 have been confirmed with Council

## 4. Review of Financial Forecasts

TCorp has been provided with a revised financial forecast model that shows the projected financial statements and assumptions for the next 10 years. The model is based on the adopted Quarterly Budget Review Statement for the period ending September 2016.

As Council does not have a Water and Sewer Fund, TCorp's analysis has focused on Council's General Fund which covers all of Council's operations.

### 4.1 Operating Results



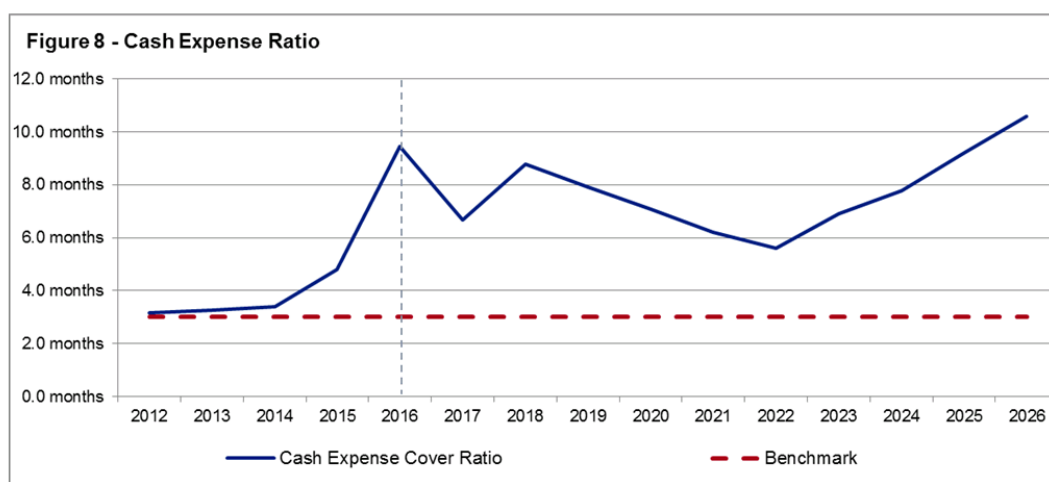
#### Key Observations

- Operating results are budgeted to be impacted in FY2017 by the 11.0% increase in operating expenses, from:
  - a 10.3% increase in employee costs as vacant positions have mostly be filled
  - a 19.3% increase in materials and contract expenses and a 17.1% increase in other expenses in conjunction with the one-off projects from the Broken Hill Living Museum + Perfect Light program – the remaining costs will be capitalised
- In FY2018 Council plans to cease the provision of some community services. Block grants of about \$3.5m were historically received for providing these services but are no longer available to Council. The associated expenses that generally exceeded these grants will also reduce in FY2018
- An upward trend is forecast for the duration of the LTFP as Council included 2.0% of operational efficiency gains which is reflected through lower increases in materials, contracts and other expenses. From FY2019, operating revenues are forecast to increase by an average of 2.4% p.a. whilst operating expenses are forecast to increase by 1.0% p.a.
- Another driver of improved operating performance is the lower levels of depreciation expense from FY2018 due to a smaller asset base. Council expects annual depreciation to decrease further in the next iteration of the LTFP as a result of revaluations occurring on transport assets, buildings and other structures. The revaluation process undertaken by Council included the review of conditions and useful lives, as well as a comparison audit against other similar councils. Our view is that the average depreciation rate used by Council is slightly higher than other

councils and is an area that can be worked on to potentially improve its financial performance, however this will depend on the situation of Council's assets

## 4.2 Financial Management Indicators

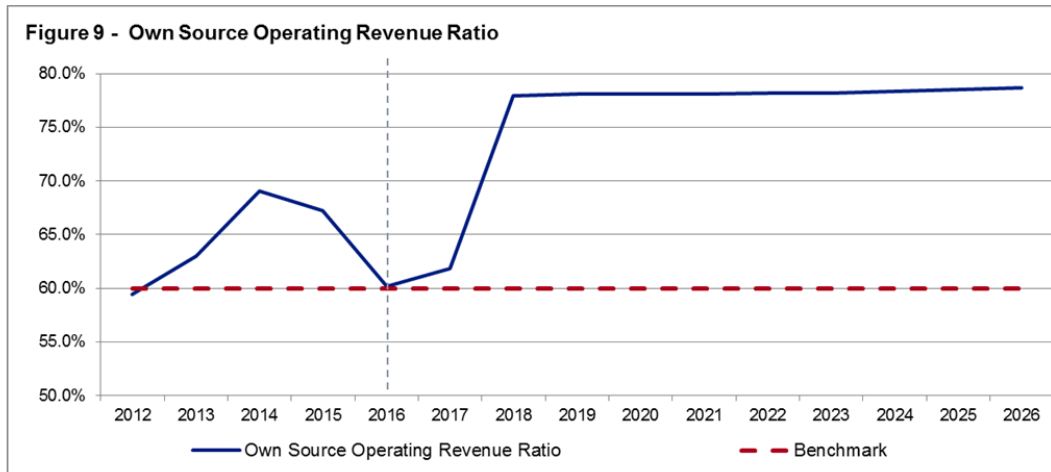
### 4.2.1 Liquidity Ratios



#### Key Observations

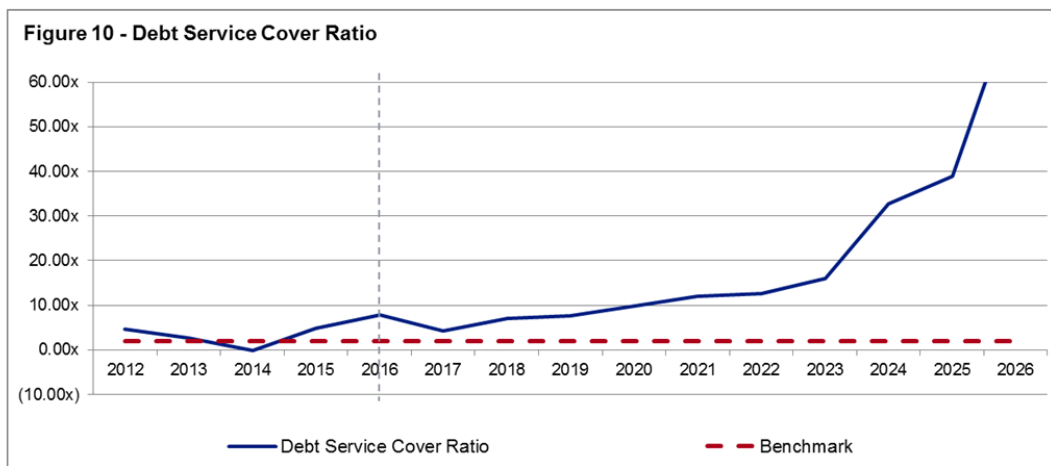
- The CER is forecast to remain above the benchmark for the next 10 years
- Council has not forecast new borrowings to fund its 10-year capital expenditure program, therefore the ratio is expected to have a negative correlation with the amount of capital works planned for the year

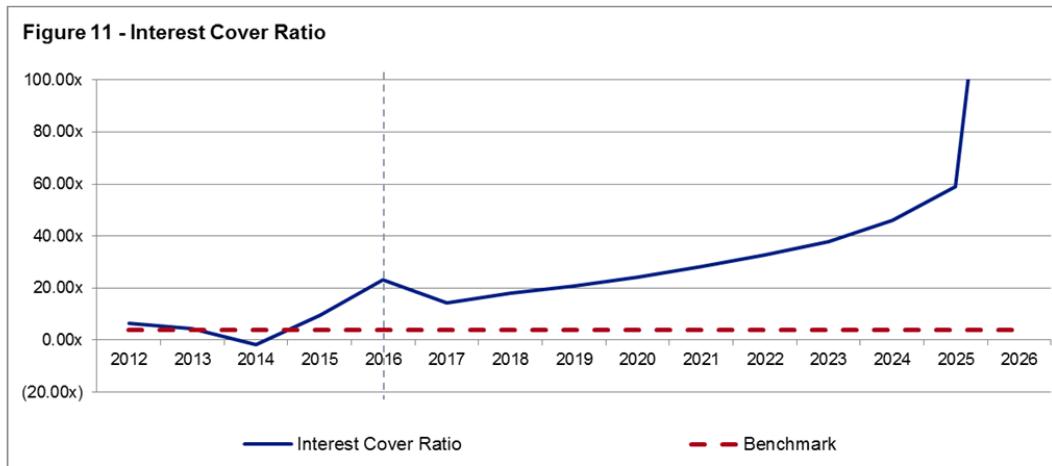
#### 4.2.2 Fiscal Flexibility Ratios



##### Key Observations

- The Own Source Operating Revenue Ratio is forecast to improve due to lower levels of grants and contributions expected to be received during the 10-year period
- The spike in FY2018 is due to:
  - loss of about \$3.5m of aged care grants as Council transitions away from community services
  - a conservative \$0.2m estimate of capital grants and contributions from FY2018 – Council budgeted to receive \$3.6m in FY2017 in line with increased capital expenditure

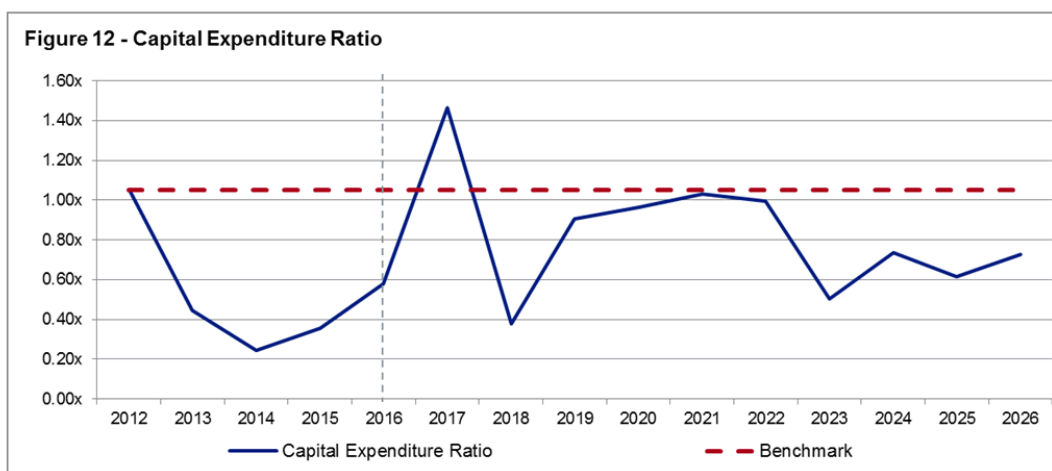




#### Key Observations

- Council had \$5.9m of outstanding borrowings as at 30 June 2016 and is not currently planning to utilise additional borrowings over the next 10 years
- The ratios are therefore forecast to improve along with EBITDA as Council's borrowings are paid down
- Based on our calculations, in addition to the existing loans Council could service additional borrowings of up to \$9.0m (calculated with a repayment term of 10 years and an interest rate of 5.0%) while remaining above the respective debt metric benchmarks, assuming all other key financial metrics are met as forecast

### 4.3 Capital Expenditure



### Key Observations

- Proceeds from the Shorty O'Neil Village bed licences have provided working capital that can be utilised to reduce Council's infrastructure backlog
- Council's scheduled 10-year capital expenditure program of \$57.7m is to be funded by:
  - \$52.1m from internally generated revenues/reserves
  - \$5.6m from capital grants and contributions
- The ratio fluctuates yearly due to the timing of when assets are required to be renewed and the capacity within Council to undertake these works. We understand that the next iteration of Council's LTFP will see an increase in capital spending of about \$17.0m, which will be more consistently spread across the 10-year forecast period
- Council's capital expenditure program is aimed at fulfilling asset renewal requirements before building new assets. New capital works will also be dependent on the availability of grant funds or potential lower cost loan funding

## 4.4 Financial Model Assumption Review

Council has used its own assumptions in developing their forecasts.

In order to evaluate the validity of the Council's forecast model, TCorp has compared the model assumptions versus TCorp's benchmarks for annual increases in the various revenue and expenditure items. Any material differences from these benchmarks should be explained through the LTFP.

TCorp's benchmarks:

- Rates and annual charges: TCorp notes that the Local Government Cost Index (LGCI) increased by 3.7% in the year to September 2012, 2.8% in 2013, 2.5% in 2014, 1.8% in 2015 and 1.5% in 2016. In December 2016 IPART announced that the rate peg to apply in FY2018 will be 1.5%. Beyond FY2017 TCorp has assessed a general benchmark for rates and annual charges to increase by mid-range LGCI annual increases of 1.5% to 2.5%
  - IPART developed the LGCI to use for setting the maximum allowable increase in general income for local government in NSW (rate peg). The LGCI is the measure of movement in the unit costs incurred by NSW council activities funded from the general rate base
- Interest and investment revenue: annual return of 2.5% to 3.5%
- All other revenue items: the estimated annual CPI increase of 1.5% to 2.5%
- Employee costs: 2.5% to 3.5% (estimated CPI+1.0%)
- Borrowing costs: new loans to be assessed with an interest rate of 3.5% to 6.0%, depending on the term of the loan and when the loan is forecast to be drawn down
- All other expenses: the estimated annual CPI increase of 1.5% to 2.5%

	Year ended 30 June				
	2017	2018	2019	2020	2021
Rate peg	1.8%	2.0%	2.4%	2.4%	2.4%
General Index	2.5%	2.5%	2.5%	2.5%	2.5%
Grant Index	0.5%	0.5%	2.0%	2.0%	2.0%
Employee Cost Index	3.0%	2.0%	2.0%	2.0%	2.0%
Investment Interest rate	3.0%	3.0%	3.0%	3.0%	3.0%
Efficiency gain on Materials & Contracts	0.0%	(2.0%)	(2.0%)	(2.0%)	(2.0%)

### Key Observations and Risks

- The rate peg assumption is optimistic given the FY2018 rate peg was determined to be 1.5%
- Contrary to the general index, materials, contracts and other expenses are forecast to increase by 0.4% p.a. as a result of efficiency gains achieved through ongoing service reviews and improved productivity. Historically Council has managed to decrease these expenses therefore we believe that this assumption is reasonable
- The employee cost index of 2.0% from FY2018 includes the agreed 3.0% award increase, allowance for some vacant positions during the year, overtime and casual efficiencies, as well as a reduction in leave entitlements for new employees as former employees resign
- The land valuation objection by Perilya was recently upheld by the High Court which leaves Council liable to return a portion of overpaid rates. Due to uncertainty of the final amount, Council is exposed to considerable financial risk albeit at a lower degree as the payback amount is estimated to be less than the \$7.0m initially sought. Council intends to seek assistance from other levels of Government in the form of subsidies when the outcome is finalised
- The decision of the State Government to build the \$500m pipeline for provision of safe and secure water supply to Broken Hill has relieved the LGA from risk of losing a key critical resource
- Unpredictable changes within the mining industry will significantly impact Broken Hill and its economy. To mitigate its reliance on mining activity, Council is trying to diversify and increase focus on other revenue sources such as tourism

## 4.5 Sustainability

Based on the information received and the revised LTFP, TCorp believes the Council's FSR has improved to Weak.

In considering the longer term financial Sustainability of the Council we make the following additional comments:

- Based on Council's previous LTFP provided to TCorp during the initial financial sustainability review in April 2013, Council was forecasting continuing deficits for the 10-year forecast period. The initiatives and strategies set in place by management have returned a positive result for FY2016, and despite the adverse result forecast for FY2017 an upward trend remains thereafter
- The enhancements to Council's asset management documents will assist them with further planning to improve their asset ratios. This will ensure a sustainable level of I,P,P&E in the medium to long term

- Council's future capital expenditure program is largely comprised of renewal works on existing assets as the focus is to reduce their infrastructure backlog. Council follows the concept of whole of life asset costing prior to undertaking new projects
- The emphasis placed by Council on its core business activities will assist them with containing future operating expenses, as other activities such as community services often operate at a loss to Council
- Although Council has reported \$5.3m of unrestricted cash in FY2016, the outstanding payment to Perilya will impact Council's cash position especially if no assistance is provided

## 5. Conclusion and Recommendations

Based on our review of both the historic financial information and the 10-year financial forecast within Council's LTFP, we consider Council to have a FSR of Weak with an Outlook of Positive. This is a significant improvement from the previous review TCorp conducted in 2013, when Council had a FSR of Very Weak and an Outlook of Neutral.

We base our analysis on the following key points:

- Council undertook rigorous service reviews over the review period to reduce operating expenses to a more sustainable level. Council's operating results saw a marked improvement in FY2016 as a result of these reviews, but this result may have been slightly overstated due to some unfilled senior positions during the year
- One of the challenges faced by Council noted in our April 2013 report was the lack of liquidity, where they had an unfunded restricted assets position for the years up to FY2012. Council was forced to put further capital works on hold which negatively impacted asset standards and service levels. Since FY2012, Council has doubled its cash reserves which will now enable them to focus on improving its infrastructure assets
- Council is able to generate sufficient own source revenue and has manageable levels of debt

However we would also recommend that the following points be considered:

- The transition of rates income from the mining category was a decision made by the previous Council when prospects of the mining industry were deteriorating. Council has been conscious about burdening its ratepayers and historically rationalised existing resources to contain costs, however they could apply for an SRV if required to raise additional revenue to improve sustainability
- The revaluation process will provide Council with quality asset data which is likely to have a positive impact on Council's future operating performance. Council should prioritise assessing areas such as depreciation expense and infrastructure backlog which may be overstated
- Council has not forecast new borrowings for the next 10 years and has capacity to borrow to fund increased capital expenditure if necessary
- Council's investments are solely comprised of short term TDs. Council should review its investment strategies, particularly as cash levels increase, in order to more efficiently match the term of its investments (currently TDs) to its liabilities, such as when funds are required for asset renewals

## Appendix A Consolidated Historical and Forecast Financial Information Tables

Income Statement (\$'000s)	Year ended 30 June														
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Revenue</b>															
Rates and annual charges	14,149	14,920	15,517	16,129	16,386	16,670	17,004	17,412	17,830	18,258	18,696	19,145	19,623	20,114	20,617
User charges and fees	3,722	4,083	3,829	3,717	3,401	3,667	3,676	3,768	3,863	3,959	4,058	4,160	4,264	4,370	4,479
Interest and investment revenue	667	626	525	391	628	629	504	559	520	479	436	408	566	634	748
Other revenues	490	443	483	335	755	488	492	504	517	530	543	557	571	585	600
Operating grants and contributions	12,777	11,206	8,578	9,496	10,459	9,667	5,920	6,038	6,159	6,282	6,408	6,536	6,667	6,800	6,936
<b>Total operating revenue</b>	<b>31,805</b>	<b>31,278</b>	<b>28,932</b>	<b>30,068</b>	<b>31,629</b>	<b>31,121</b>	<b>27,597</b>	<b>28,282</b>	<b>28,888</b>	<b>29,508</b>	<b>30,141</b>	<b>30,805</b>	<b>31,690</b>	<b>32,503</b>	<b>33,380</b>
<b>Expenses</b>															
Employee costs	17,668	18,134	17,664	16,024	13,776	15,198	12,760	13,011	13,267	13,529	13,795	14,067	14,344	14,627	14,915
Borrowing costs	395	423	387	354	362	332	290	269	244	221	200	183	163	135	32
Materials and contract expenses	6,740	6,528	7,383	6,476	5,646	6,736	5,533	5,558	5,583	5,608	5,633	5,659	5,684	5,710	5,736
Depreciation and amortisation	6,683	6,439	6,991	5,945	6,767	6,987	6,637	6,646	6,667	6,690	6,714	6,738	6,750	6,767	6,781
Other expenses	4,801	4,771	4,548	4,166	3,839	4,494	4,073	4,092	4,110	4,129	4,147	4,166	4,185	4,203	4,222
<b>Total operating expenses</b>	<b>36,287</b>	<b>36,295</b>	<b>36,973</b>	<b>32,965</b>	<b>30,390</b>	<b>33,747</b>	<b>29,293</b>	<b>29,576</b>	<b>29,872</b>	<b>30,176</b>	<b>30,490</b>	<b>30,812</b>	<b>31,125</b>	<b>31,442</b>	<b>31,686</b>
<b>Operating result (excluding capital grants and contributions)</b>	<b>(4,482)</b>	<b>(5,017)</b>	<b>(8,041)</b>	<b>(2,897)</b>	<b>1,239</b>	<b>(2,626)</b>	<b>(1,696)</b>	<b>(1,293)</b>	<b>(984)</b>	<b>(669)</b>	<b>(349)</b>	<b>(7)</b>	<b>564</b>	<b>1,061</b>	<b>1,694</b>

Excluded Items (\$'000s)	Year ended 30 June														
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Capital grants and contributions	200	576	527	521	3,537	3,571	208	212	216	221	225	230	234	239	244
Net gain/(loss) from disposal of assets	(80)	(181)	274	(22)	154	0	0	0	0	0	0	0	0	0	0
Fair value adjustments on investments	(300)	1,237	485	43	271	0	0	0	0	0	0	0	0	0	0
Sale of Shorty O'Neil Bed Licences	0	0	0	0	1,780	0	0	0	0	0	0	0	0	0	0
Discount adjustments on remediation liabilities	0	0	(57)	(62)	(66)	0	0	0	0	0	0	0	0	0	0
<b>Operating result (including capital grants and contributions)</b>	<b>(4,282)</b>	<b>(4,441)</b>	<b>(7,514)</b>	<b>(2,376)</b>	<b>4,776</b>	<b>945</b>	<b>(1,488)</b>	<b>(1,081)</b>	<b>(767)</b>	<b>(448)</b>	<b>(124)</b>	<b>222</b>	<b>799</b>	<b>1,300</b>	<b>1,938</b>

	2012	2013	2014	2015	2016
Full-time equivalent employees at year end	244	232	227	161	160

Balance Sheet (\$'000s)	Year ended 30 June														
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Current assets</b>															
Cash and cash equivalents	2,154	3,395	6,840	8,153	18,343	14,689	16,386	14,941	13,520	12,030	11,039	13,775	15,668	18,876	21,942
Investments	6,810	5,452	2,407	2,500	0	0	0	0	0	0	0	0	0	0	0
Receivables	2,195	4,575	3,035	2,754	2,788	3,748	2,810	2,620	2,864	2,841	2,688	2,432	2,539	2,479	2,331
Inventories	353	346	338	86	77	79	81	83	85	87	89	92	94	96	99
Other	0	448	158	153	330	338	347	355	364	373	383	392	402	412	422
<b>Total current assets</b>	<b>11,512</b>	<b>14,216</b>	<b>12,778</b>	<b>13,646</b>	<b>21,538</b>	<b>18,854</b>	<b>19,623</b>	<b>17,999</b>	<b>16,833</b>	<b>15,332</b>	<b>14,199</b>	<b>16,691</b>	<b>18,703</b>	<b>21,862</b>	<b>24,794</b>
<b>Non-current assets</b>															
Receivables	274	245	241	186	143	118	93	68	43	18	0	0	0	0	0
Infrastructure, property, plant & equipment	249,074	261,752	260,181	236,286	234,070	237,485	233,567	233,130	233,144	233,611	233,726	230,478	228,773	226,220	224,439
<b>Total non-current assets</b>	<b>249,348</b>	<b>261,997</b>	<b>260,422</b>	<b>236,472</b>	<b>234,213</b>	<b>237,603</b>	<b>233,660</b>	<b>233,198</b>	<b>233,187</b>	<b>233,629</b>	<b>233,726</b>	<b>230,478</b>	<b>228,773</b>	<b>226,220</b>	<b>224,439</b>
<b>Total assets</b>	<b>260,860</b>	<b>276,213</b>	<b>273,200</b>	<b>250,118</b>	<b>255,751</b>	<b>256,457</b>	<b>253,283</b>	<b>251,197</b>	<b>250,021</b>	<b>248,961</b>	<b>247,925</b>	<b>247,169</b>	<b>247,475</b>	<b>248,083</b>	<b>249,233</b>

Balance Sheet (\$'000s)	Year ended 30 June														
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Current liabilities</b>															
Payables	4,031	4,562	3,773	3,217	2,440	2,777	2,847	2,918	2,991	3,066	3,142	3,221	3,302	3,384	3,469
Borrowings	205	383	898	615	731	768	450	473	364	299	319	251	65	70	75
Provisions	4,449	5,080	4,870	4,120	3,896	4,013	4,133	4,257	4,385	4,517	4,652	4,792	4,935	5,083	5,236
<b>Total current liabilities</b>	<b>8,685</b>	<b>10,025</b>	<b>9,541</b>	<b>7,952</b>	<b>7,067</b>	<b>7,558</b>	<b>7,430</b>	<b>7,648</b>	<b>7,740</b>	<b>7,881</b>	<b>8,113</b>	<b>8,264</b>	<b>8,302</b>	<b>8,537</b>	<b>8,780</b>
<b>Non-current liabilities</b>															
Borrowings	5,009	6,041	5,009	5,940	5,126	4,358	3,908	3,435	3,134	2,803	2,484	2,227	368	298	223
Provisions	1,270	1,332	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
<b>Total non-current liabilities</b>	<b>6,279</b>	<b>7,373</b>	<b>6,614</b>	<b>7,587</b>	<b>6,930</b>	<b>6,242</b>	<b>5,924</b>	<b>5,548</b>	<b>5,367</b>	<b>5,141</b>	<b>4,937</b>	<b>4,789</b>	<b>3,042</b>	<b>3,082</b>	<b>3,119</b>
<b>Total liabilities</b>	<b>14,964</b>	<b>17,398</b>	<b>16,155</b>	<b>15,539</b>	<b>13,997</b>	<b>13,801</b>	<b>13,354</b>	<b>13,197</b>	<b>13,107</b>	<b>13,023</b>	<b>13,051</b>	<b>13,052</b>	<b>11,344</b>	<b>11,620</b>	<b>11,899</b>
<b>Net assets</b>	<b>245,896</b>	<b>258,815</b>	<b>257,045</b>	<b>234,579</b>	<b>241,754</b>	<b>242,657</b>	<b>239,929</b>	<b>238,000</b>	<b>236,913</b>	<b>235,939</b>	<b>234,875</b>	<b>234,117</b>	<b>236,131</b>	<b>236,463</b>	<b>237,334</b>

Cash Flow Statement (\$'000s)	Year ended 30 June														
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Actual	Actual	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash flows from operating activities	5,977	402	1,861	2,797	12,208	7,353	4,656	5,053	5,368	5,691	6,020	6,369	6,935	7,431	8,061
Cash flows from investing activities	(7,913)	(371)	2,101	(2,132)	(1,320)	(10,239)	(2,509)	(6,024)	(6,426)	(6,882)	(6,692)	(3,383)	(4,977)	(4,153)	(4,920)
<b>Free cash flow</b>	<b>(1,936)</b>	<b>31</b>	<b>3,962</b>	<b>665</b>	<b>10,888</b>	<b>(2,886)</b>	<b>2,147</b>	<b>(971)</b>	<b>(1,058)</b>	<b>(1,191)</b>	<b>(672)</b>	<b>2,986</b>	<b>1,958</b>	<b>3,278</b>	<b>3,141</b>
<i>Proceeds from borrowings and advances</i>	573	1,500	3,982	1,000	0	0	0	0	0	0	0	0	0	0	0
<i>Repayment of borrowings and advances</i>	(168)	(290)	(4,499)	(352)	(698)	(768)	(450)	(473)	(364)	(299)	(319)	(251)	(65)	(70)	(75)
Cash flows from financing activities	405	1,210	(517)	648	(698)	(768)	(450)	(473)	(364)	(299)	(319)	(251)	(65)	(70)	(75)
<b>Net increase/(decrease) in cash and equivalents</b>	<b>(1,531)</b>	<b>1,241</b>	<b>3,445</b>	<b>1,313</b>	<b>10,190</b>	<b>(3,654)</b>	<b>1,697</b>	<b>(1,444)</b>	<b>(1,422)</b>	<b>(1,490)</b>	<b>(991)</b>	<b>2,735</b>	<b>1,893</b>	<b>3,208</b>	<b>3,066</b>

## Appendix B Glossary

### Asset Revaluations

In assessing the financial sustainability of NSW councils, IPART found that not all councils reported assets at fair value<sup>1</sup>. In a circular to all councils in March 2009<sup>2</sup>, DLG required all NSW councils to revalue their infrastructure assets to recognise the fair value of these assets by the end of the 2009/10 financial year.

### Collateralised Debt Obligation (CDO)

CDOs are structured financial securities that banks use to repackage individual loans into a product that can be sold to investors on the secondary market.

In 2007 concerns were heightened in relation to the decline in the “sub-prime” mortgage market in the USA and possible exposure of some NSW councils, holding CDOs and other structured investment products, to losses.

In order to clarify the exposure of NSW councils to any losses, a review was conducted by the DLG (now OLG) with representatives from the Department of Premier and Cabinet and NSW Treasury.

A revised Ministerial investment Order was released by the DLG (now OLG) on 18 August 2008 in response to the review, suspending investments in CDOs, with transitional provisions to provide for existing investments.

### Office of Local Government (OLG)

OLG (previously DLG) is an Office in the Planning and Environment cluster and is responsible for local government across NSW. OLG’s organisational purpose is “to strengthen the local government sector” and its organisational outcome is “successful councils engaging and supporting their communities”. Operating within several strategic objectives OLG has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. OLG strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters.

### Depreciation of Infrastructure Assets

Linked to the asset revaluations process stated above, IPART’s analysis of case study councils found that this revaluation process resulted in sharp increases in the value of some council’s assets. In some cases this has led to significantly higher depreciation charges, and will contribute to higher reported operating deficits.

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<sup>1</sup> IPART “Revenue Framework for Local Government” December 2009 p.83

<sup>2</sup> DLG “Recognition of certain assets at fair value” March 2009

## **EBITDA**

EBITDA is an acronym for “earnings before interest, taxes, depreciation, and amortisation”. It is often used to measure the cash earnings that can be used to pay interest and repay principal.

## **Financial Sustainability Rating (FSR)**

The FSR is an assessment of a council's capacity to meet its financial commitments in the short, medium and long term. The FSR for each Council has been determined based on the review and consideration of a Council's historical performance against a set of benchmark indicators. The rating methodology consists of seven FSR categories. The FSR is calculated using weighted benchmarks according to the relative importance of each benchmark in terms of a Council's financial capacity and sustainability.

## **Operating Grants and Contributions**

Councils receive various capital grants and contributions that are nearly always 100% specific in nature. Due to the fact that they are specifically allocated in respect of capital expenditure they are excluded from the operational result for a council in TCorp's analysis of a council's financial position.

## **Capital Grants and Contributions**

General purpose grants are distributed through the NSW Local Government Grants Commission. When distributing the general component each council receives a minimum amount, which would be the amount if 30% of all funds were allocated on a per capita basis. When distributing the other 70%, the Grants Commission attempts to assess the extent of relative disadvantage between councils. The approach taken considers cost disadvantage in the provision of services on the one hand and an assessment of revenue raising capacity on the other.

Councils also receive specific operating grants for one-off specific projects that are distributed to be spent directly on the project that the funding was allocated to.

## **Independent Commission Against Corruption (ICAC)**

ICAC was established by the NSW Government in 1989 in response to growing community concern about the integrity of public administration in NSW.

The jurisdiction of the ICAC extends to all NSW public sector agencies (except the NSW Police Force) and employees, including government departments, local councils, members of Parliament, ministers, the judiciary and the governor. The ICAC's jurisdiction also extends to those performing public official functions.

## **Independent Pricing and Regulatory Tribunal (IPART)**

IPART has four main functions relating to the 152 local councils in NSW. Each year, IPART determines the rate peg, or the allowable annual increase in general income for councils. They also review and determine council applications for increases in general income above the rate peg, known as “Special Rate Variations”. They approve increases in council minimum rates.

They also review council development contributions plans that propose contribution levels that exceed caps set by the Government.

### **Infrastructure Backlog**

Infrastructure backlog is defined as the estimated cost to bring infrastructure, building, other structures and depreciable land improvements to a satisfactory standard, measured at a particular point in time. It is unaudited and stated within Special Schedule 7 that accompanies the council's audited annual financial statements.

### **Integrated Planning and Reporting (IP&R) Framework**

As part of the NSW Government's commitment to a strong and sustainable local government system, the Local Government Amendment (Planning and Reporting) Act 2009 was assented on 1 October 2009. From this legislative reform the IP&R framework was devised to replace the former Management Plan and Social Plan with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy. The other essential elements of the new framework are a Long-Term Financial Plan (LTFP), Operational Plan and Delivery Program and an Asset Management Plan.

### **Local Government Cost Index (LGCI)**

The LGCI is a measure of movements in the unit costs incurred by NSW councils for ordinary council activities funded from general rate revenue. The LGCI is designed to measure how much the price of a fixed "basket" of inputs acquired by councils in a given period compares with the price of the same set of inputs in the base period. The LGCI is measured by IPART.

### **Net Assets**

Net Assets is measured as total assets less total liabilities. The Asset Revaluations over the past years have resulted in a high level of volatility in many councils' Net Assets figure. Consequently, in the short term the value of Net Assets is not necessarily an informative indicator of performance. In the medium to long term however, this is a key indicator of a council's capacity to add value to its operations. Over time, Net Assets should increase at least in line with inflation plus an allowance for increased population and/or improved or increased services. Declining Net Assets is a key indicator of the council's assets not being able to sustain ongoing operations.

### **Roads and Maritime Services (RMS)**

The NSW State Government agency with responsibility for roads and maritime services, formerly the Roads and Traffic Authority (RTA).

### **Outlook**

The Outlook assigned to Council is TCorp's assessment of the potential movement of Council's FSR within the next three years. The outlook methodology consists of three categories. A positive Outlook indicates that a Council's FSR is likely to improve in the short term, whilst a Neutral Outlook indicates that the FSR is likely to remain unchanged. A Negative Outlook indicates that a Council's FSR is more likely to deteriorate and is a sign of a general weakening in performance and sustainability.

### **Section 64 Contribution**

Development Servicing Plans (DSPs) are made under the provisions of Section 64 of the Local Government Act 1993 and Sections 305 to 307 of the Water Management Act 2000.

DSPs outline the developer charges applicable to developments for Water, Sewer and Stormwater within each Local Government Area.

### **Section 94 Contribution**

Section 94 of the Environmental Planning and Assessment Act 1979 allows councils to collect contributions from the development of land in order to help meet the additional demand for community and open space facilities generated by that development.

It is a monetary contribution levied on developers at the development application stage to help pay for additional community facilities and/or infrastructure such as provision of libraries; community facilities; open space; roads; drainage; and the provision of car parking in commercial areas.

The contribution is determined based on a formula which should be contained in each council's Section 94 Contribution Plan, which also identifies the basis for levying the contributions and the works to be undertaken with the funds raised.

### **Special Rate Variation (SRV)**

A SRV allows councils to increase general income above the rate peg, under the provisions of the Local Government Act 1993. There are two types of special rate variations that a council may apply for:

- a single year variation (section 508(2)) or
- a multi-year variation for between two to seven years (section 508A).

The applications are reviewed and approved by IPART.

### **Sustainability**

A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

## Ratio Explanations

### Asset Maintenance Ratio

Benchmark = Greater than 1.0x

Ratio = actual asset maintenance / required asset maintenance

This ratio compares actual versus required annual asset maintenance, as detailed in Special Schedule 7. A ratio of above 1.0x indicates that the council is investing enough funds within the year to stop the infrastructure backlog from growing.

### Building and Infrastructure Asset Renewal Ratio

Benchmark = Greater than 1.0x

Ratio = Asset renewals / depreciation of building and infrastructure assets

This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance.

### Cash Expense Ratio (CER)

Benchmark = Greater than 3.0 months

Ratio = current year's cash and cash equivalents + current term deposits / (total expenses – depreciation – interest costs)\*12

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

### Capital Expenditure Ratio

Benchmark = Greater than 1.05x

Ratio = annual capital expenditure / annual depreciation

This indicates the extent to which a council is forecasting to expand its asset base with capital expenditure spent on both new assets, and replacement and renewal of existing assets.

### Debt Service Cover Ratio (DSCR)

Benchmark = Greater than 2.0x

Ratio = operating results before interest and depreciation (EBITDA) / principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)

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

### Infrastructure Backlog Ratio

Benchmark = Less than 0.02x

Ratio = estimated cost to bring assets to a satisfactory condition (from Special Schedule 7) / total infrastructure assets (from Special Schedule 7)

This ratio shows what proportion the backlog is against total value of a council's infrastructure.

### Interest Cover Ratio (ICR)

Benchmark = Greater than 4.0x

Ratio = EBITDA / interest expense (from the income statement)

This ratio indicates the extent to which a council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon a council's operating cash.

### Operating Ratio

Benchmark = Better than 0%

Ratio = (operating revenue excluding capital grants and contributions – operating expenses) / operating revenue excluding capital grants and contributions

This ratio measures a council's ability to contain operating expenditure within operating revenue.

### Own Source Operating Revenue Ratio

Benchmark = Greater than 60%

Ratio = rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)

This ratio measures the level of a council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A council's financial flexibility improves the higher the level of its own source revenue.

### Unrestricted Current Ratio

Benchmark = 1.5x (taken from the IPART December 2009 Revenue Framework for Local Government report)

Ratio = Current assets less all external restrictions / current liabilities less specific purpose liabilities

Restrictions placed on various funding sources (e.g. Section 94 developer contributions, RMS contributions) complicate the traditional current ratio because cash allocated to specific projects are restricted and cannot be used to meet a council's other operating and borrowing costs. The Unrestricted Current Ratio is specific to local government and is designed to represent a council's ability to meet debt payments as they fall due.

## ORDINARY MEETING OF THE COUNCIL

March 28, 2018

**ITEM 2****BROKEN HILL CITY COUNCIL REPORT NO. 51/18**

**SUBJECT:** **DRAFT OPERATIONAL PLAN 2018/2019 INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2018/2019** **17/206**

**Recommendation**

1. That Broken Hill City Council Report No. 51/18 dated March 28, 2018, be received.
2. That the Draft Operational Plan 2018/2019 inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2018/2019 be endorsed for the purpose of public exhibition for community comment for a 28 day period.

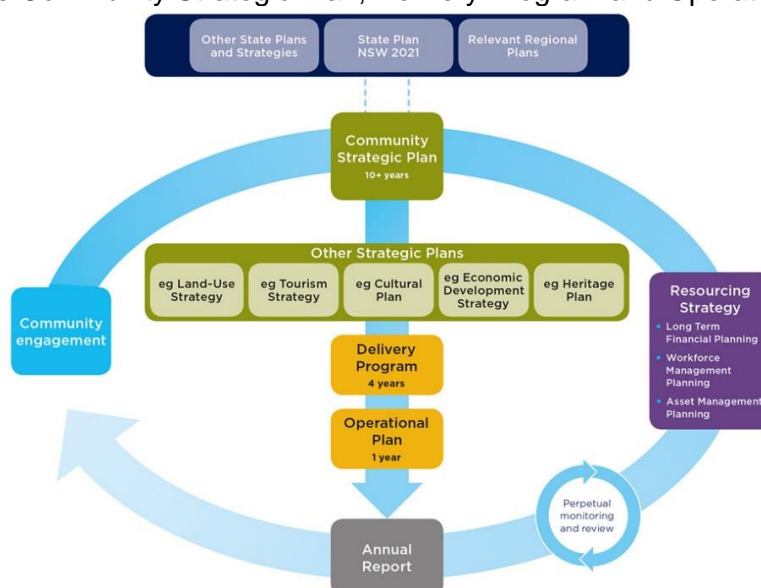
**Executive Summary:**

The purpose of this report is to recommend to Council to endorse the Draft Operational Plan 2018/2019, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2018/2019, for public exhibition for a 28 day period.

**Report:**

The Operational Plan 2018/2019 identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program 2017-2021, based on the outcomes of the Broken Hill 2033 Community Strategic Plan.

The Operational Plan is part of the Integrated Planning and Reporting Framework. The following diagram is of the Integrated Planning and Reporting Framework, which outlines the links between the Community Strategic Plan, Delivery Program and Operational Plan.



The Draft Operational Plan 2018/2019 for Broken Hill City Council was prepared by staff attending workshops in December 2017, January and February 2018 and budget briefings with Councillors in April 2018.

The Draft Operational Plan 2018/2019 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 \$9.21m
- Total rate revenue increase of 2.3%.

## **Overview of the Draft Operational Plan 2018/2019**

### **Proposed 2018/2019 Rating Strategy**

#### **Rate Peg**

The Minister for Local Government has approved a 2.3% rate peg limit that will apply to Council rates in 2018/2019. 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 2.3% rate peg for 2018/2019, which will result in an overall increase in general rate revenue of \$350,000.

#### **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 fourth year of this strategy.

This year, rates paid by the mining properties will be reduced from 15% of the total rates of \$15,380,716 to 14%, with the re-distributed rates to be allocated to the residential rating category.

This is the fifth 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 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 current land valuations.

**2018/2019 Budget****Operating Result**

The Draft Operational Plan 2018/2019 includes the 2018/2019 budget, in the form of the Revenue Policy.

The 2018/2019 budget has been developed on a business as usual basis whilst adopting efficiency measures to ensure continuous improvements towards gaining financial sustainability is achieved.

Consequently, the budgeted loss for 2018/2019 is \$1.780 million; this is a reduction of 2.2% of the budget deficit of \$1.820 million in 2017/2018 (excluding extraordinary items).

As future decisions are made by Council which have an impact on the 2018/2019 budget, adjustments will be made in quarterly budget reviews during the year.

**Capital Projects**

The total capital expenditure budget for 2018/2019 has been set at \$9.21m. Capital projects proposed for 2018/2019 include:

- Transport \$5.04m
- Buildings \$1.23m
- Plant/Equipment \$1.19m
- Open Spaces \$1.75m

Details in relation to specific capital items are included within the Operational Plan.

The level of capital expenditure will again be closely managed in 2018/2019 to ensure the objectives of the Long Term Financial Plan and Asset Management Plans are met. External funding of \$1.89m is expected to be received in relation to the capital program; \$0.55m of the program is to be funded from restricted cash assets and \$6.77m to be funded from Council's own revenue sources.

**Outcome of Service Reviews**

The Broken Hill Regional Art Gallery, Albert Kersten Mining & Mineral Museum and Charles Rasp Library were three of the first facilities/business areas that undertook the service review process.

A common theme for these facilities related to current resource levels. Current resource levels are not sufficient to allow staff to undertake the work required to deliver the necessary plans, policies and procedures and undertake project work as required.

Given the current budget constraints of continuous operating deficits and a sustainable approach to reducing expenditure, it is not feasible or sustainable for an increase in resource allocation to occur.

To allow staff the time to focus on these areas of work not currently being performed, including high priority task involving collection management and protection of valuable assets, it has been proposed through the budget and service review process to reduce the operating hours to better align with seasonal tourism trends, while freeing up staff to undertake required work and improve the quality of the service.

Subsequent to the abovementioned service reviews, benchmarking of relevant facilities against similar centres elsewhere in Australia, and two workshops with Councillors, the proposed changes are:

	Current hours	Proposed hours
<b>Library</b>	52	42 (Closed Sunday)
<b>Art Gallery</b>	45	36 (Peak - March-Nov) 30 (Low- Dec-Feb) 47 (Peak school holidays) (Closed Mondays during Peak and Low seasons)
<b>Albert Kersten Mining and Mineral Museum (Geocentre)</b>	43	30 (Peak - March-Nov) 20 (Low- Dec-Feb) 35 (Peak school holidays) (Closed Sunday)

It is important to note that these hours are only proposed changes for consultation purposes, and are subject to change in line with feedback received during the 28-day submission period, which will include multiple engagement sessions for the public, staff, and media.

### 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 2.3%. 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:	4.1.1.14 Develop a new Operational Plan each year in accordance with IP&R Guidelines

### Relevant Legislation:

Integrated Planning and Reporting Framework  
*Local Government Act 1993*

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 2018/2019 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2018/2019.

**Attachments**

1. [!\[\]\(1c6d5a5e25e84b6a4599b536e3bc4e05\_img.jpg\)](#) Draft Operational Plan 2018/2019
2. [!\[\]\(d94c0377411eec7b12e78ac769e1cbea\_img.jpg\)](#) Draft Schedule of Fees and Charges 2018/2019

RAZIJA NU'MAN  
DIRECTOR CORPORATE

JAMES RONCON  
GENERAL MANAGER



**DRAFT OPERATIONAL PLAN  
2018/2019**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**



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	17/206	TRIM No	D18/13874
RESPONSIBLE OFFICER	General Manager		
REVIEW DATE	June 2019		
DATE	ACTION	MINUTE No.	
26 April 2018	Public Exhibition		
28 June 2018	Adopted		
NOTES			
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2017-2021 Disability Inclusion Action Plan 2017-2021 Schedule of Fees and Charges 2018/2019		

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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

Thank you for taking the time to view Council's Operational Plan (OP) for the 2018/2019 financial year.

The OP is directly linked to Council's Community Strategic Plan (CSP), which is a plan developed by Council in partnership with the community that sets out residents' aspirations and priorities for the future of our city.

The OP outlines the various activities that Council will undertake over the coming 12 months to help the community reach the goals identified in the CSP.

Through the OP, residents are able to see the types of services that will be provided in their community in the coming year and also how Council spends its funds.

It enables Council to be open and accountable to the public, while providing a clear framework around our performance.

As mentioned in the introduction to last year's OP, Council has committed to improving its performance via a four-year Service Review process that will examine all aspects of our operations and identify areas where we can improve.

We are pleased to report that this process has already resulted in a number of positive outcomes - from savings on insurance premiums, through to improved Planning Resourcing and the streamlining of our Development Application process.



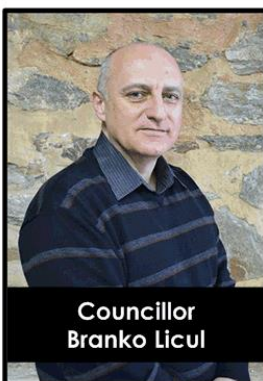
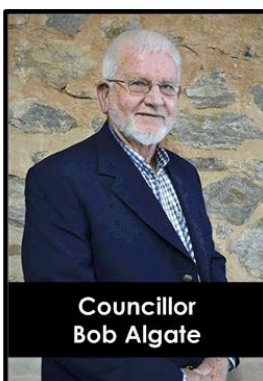
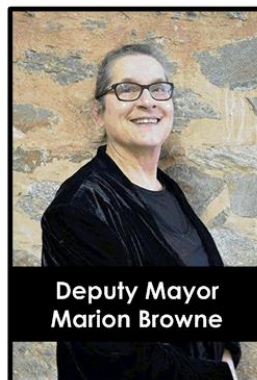
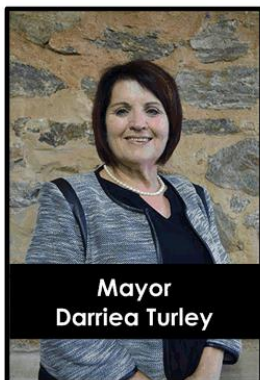
We look forward to continuing this review process well into the future to ensure Council is working as efficiently as possible to deliver desired outcomes to the community.

In the meantime, I commend this OP to you and hope you find it to be a useful guide to the work Council will carry out in the near future.

Councillor Darriea Turley  
MAYOR

## **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".



## 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.

#### 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**

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 decisions

## KEY DIRECTION FUNCTIONS

### FUNCTIONS OF COUNCIL

KEY DIRECTION 1 – OUR COMMUNITY	KEY DIRECTION 3 – OUR ENVIRONMENT
<b>Arts &amp; Culture</b> Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Mineral Museum Broken Hill Archives <b>Community Development</b> Community Assistance Community Wellbeing Community Participation <b>Community Facilities</b> Cemetery Broken Hill Regional Aquatic Centre Halls and Community Centres Public Amenities <b>Local Transport</b> Bus Shelters Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control Signage <b>Open Spaces</b> Parks and Reserves Sportsgrounds <b>Public Health</b> Health Administration and Inspections <b>Public Order</b> Sustainability and Environmental Management Parking and Other Ranger Services Animal Control <b>Public Safety</b> Street Lighting Emergency Services	<b>Waste Management</b> Waste Management Operations Garbage Collection Recycling Street Cleaning <b>Sustainability After Mining</b> Annual Environmental Management Review Lead Remediation End of Mine Life <b>Natural Environment</b> Noxious Weeds Living Desert Willyama Common Regeneration Area <b>Environmental Footprint</b> Water Energy <b>Built Environment</b> Historic Buildings Preservation Town Planning <b>Stormwater Management</b> Stormwater Drainage Kerb and Gutter
KEY DIRECTION 2 – OUR ECONOMY	KEY DIRECTION 4 – OUR LEADERSHIP
<b>Economic Development</b> Economic Development Civic Centre Area Promotion and Events <b>Property Development</b> Land Development and Sales <b>Strategic Transport</b> Regional Roads State Roads Airport <b>Tourism Development</b> Tourism <b>Film</b> Film Promotion Film Activities	<b>Leadership &amp; Governance</b> Elected Members General Manager <b>Financial Management</b> Corporate Services Management Financial Control Revenue Payroll Procurement and Payables <b>Corporate Support</b> Risk Management and Insurance Information Technology Services Records Management Human Resources Governance Systems Improvement <b>Customer Relations</b> Media and Communications Customer Relations <b>Asset Management</b> Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services <b>Operations Management</b> Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works <b>Buildings &amp; Property</b> Buildings - Structures Maintenance and Operations Buildings - Property Commercial

# 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,

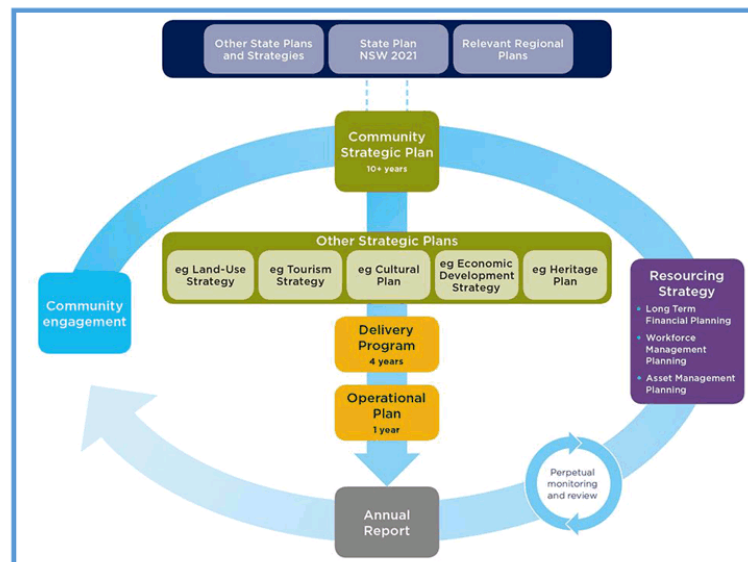
financial management and workforce planning.

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.



# 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**

## 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.	<b>Community Engagement Strategy</b>	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 Council endorsement.	<b>Community Strategic Plan (CSP)</b>	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.	<b>Long Term Financial Planning</b>	Included in 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.	<b>Workforce Management Planning</b>	Included in Council's Resourcing Strategy for the provision of intellectual resources required to implement the CSP.  Minimum of four years.	S403(2) (Act)
Review in detail every four years as part of CSP review. Update annually when developing the Operational Plan.	<b>Asset Management Planning</b>	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.	S403(2) (Act)
Review every four years following an election. Public exhibition for a period of 28 days.	<b>Delivery Program</b>	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.	<b>Operational Plan</b>	Details the activities Council will be engaged in during the year and annual budget.  Annual sub-plan of Delivery Program.	S405(1)-(6) S532 S610B- S610F S706(2) (Act) CI201(1) (Reg)

## MONITORING AND REPORTING

Progress on the Delivery Program will be reported to the Council six monthly, with the option of additional reporting to include 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)	<b>Budget Review Statement</b>	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)	<b>Progress reports on Delivery Program (DP)</b>	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)	<b>Annual Report (AR)</b>	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)	<b>End of Term Report</b>	Report on 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)	<b>State of Environment Report (SOE)</b>	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)

# HOW TO READ THE PLAN

<b>KEY DIRECTION</b>	<p>The Key Directions are taken from the Community Strategic Plan (CSP) and represents groups of common opportunities, challenges and priorities that relate to:</p> <ul style="list-style-type: none"> <li>• Key Direction 1: <b>Our Community</b></li> <li>• Key Direction 2: <b>Our Economy</b></li> <li>• Key Direction 3: <b>Our Environment</b></li> <li>• Key Direction 4: <b>Our Leadership</b></li> </ul>
<b>OBJECTIVE</b>	<p>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.</p>
<b>STRATEGY</b>	<p>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).</p>
<b>OP #</b>	<p>OP# is the unique number assigned to each action in the Operational Plan (OP).</p>
<b>ACTION</b>	<p>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.</p> <p>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.</p>
<b>OPERATIONAL PLAN/LTFP</b>	<p>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).</p>
<b>LINK TO CSP</b>	<p>Number showing CSP reference.</p>
<b>MEASURE</b>	<p>The measure is how the progress or success of Council will be identified and reported upon.</p>
<b>FUNCTION</b>	<p>Is the specific Council area responsible for implementing the action.</p>

## FINANCIAL

### FINANCIAL ESTIMATES

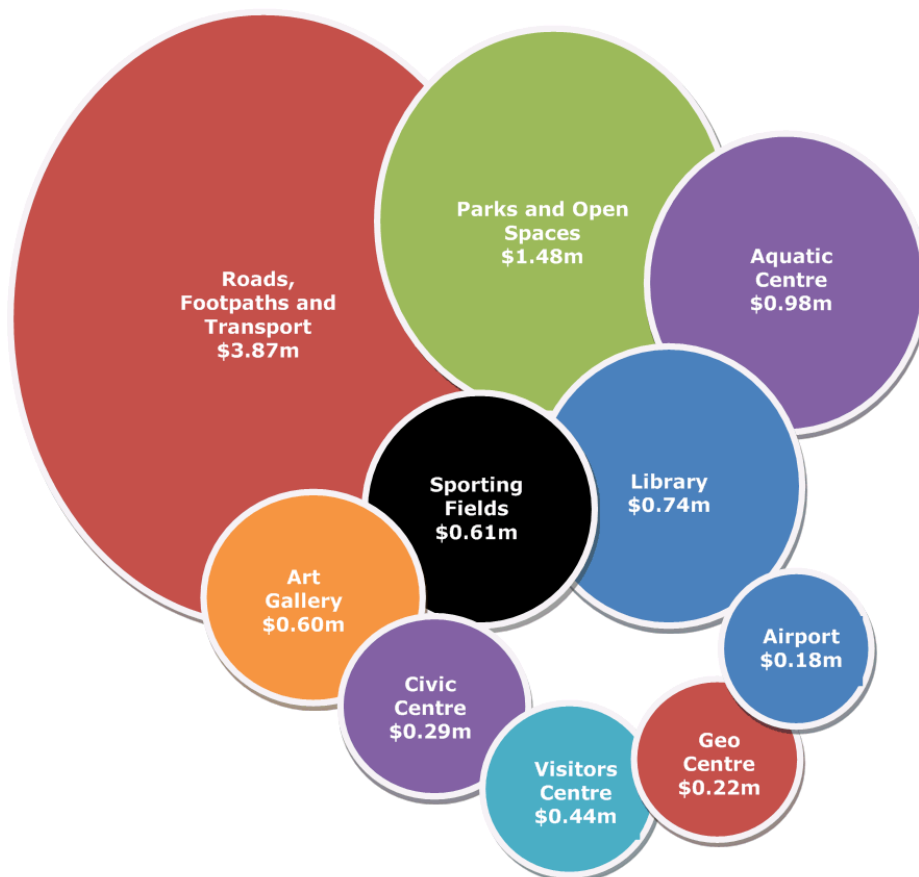
The financial estimates provided in this Operational Plan in the following sections reflect the range of services provided by Council at the time of drafting this Plan.

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.

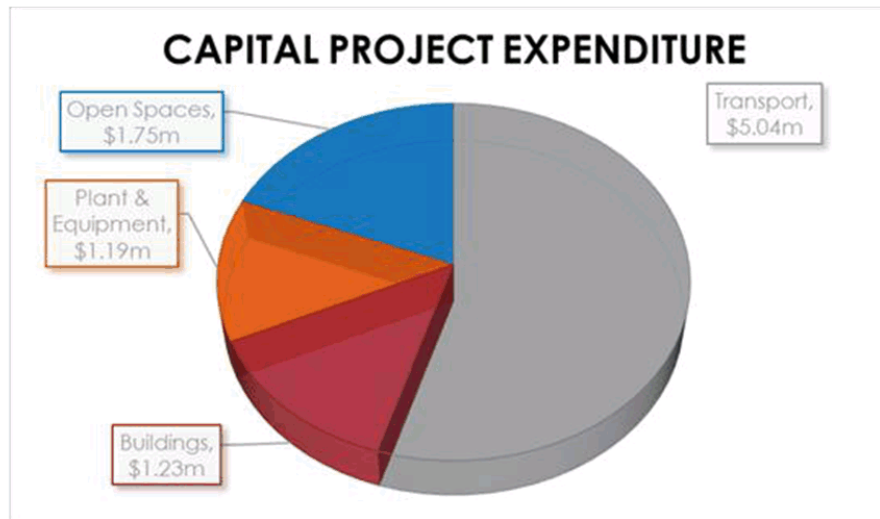
Throughout the year, reviews will be undertaken to measure Council's financial performance against the financial estimates contained within this plan. Any decisions impacting upon Council's financial position for the year will be incorporated into these reviews.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2018/2019 financial year are contained within the Revenue Policy on page 59.

### NET COSTS OF COUNCIL SERVICES PROVIDED



## CAPITAL PROJECTS



OPERATIONAL PLAN – BALANCED SCENARIO						
INCOME STATEMENT						
\$ '000	2019	2019	2019	2019	2019	2020
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget	TOTAL Forecast
<b>Income from Continuing Operations</b>						
<b>Revenue:</b>	3,692					3,692
Rates & annual charges	17,595	14,833	-	-	2,762	18,035
User charges & fees	3,880	228	599	1,114	1,939	3,977
Interest & investment revenue	1,182	1,148	-	-	34	1,145
Other revenues	490	161	77	250	2	502
Grants & contributions for operating purposes	6,138	4,242	885	947	65	6,261
Grants & contributions for capital purposes	1,826	-	1,626	-	200	1,862
<b>Other income:</b>						
Net gains from disposal of assets	220	-	220	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>31,331</b>	<b>20,612</b>	<b>3,407</b>	<b>2,311</b>	<b>5,001</b>	<b>31,783</b>
<b>Expenses from Continuing Operations</b>	0,593					0,593
Employee benefits & costs	14,259	8,547	1,765	1,732	2,215	14,308
Borrowing costs	605	588	17	-	-	576
Materials & contracts	5,578	2,310	1,570	933	765	5,487
Depreciation & amortisation	6,902	783	4,392	1,011	716	6,939
Impairment	-	-	-	-	-	-
Other expenses	3,942	1,665	1,760	443	73	3,746
Net losses from disposal of assets	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>31,285</b>	<b>13,894</b>	<b>9,504</b>	<b>4,119</b>	<b>3,769</b>	<b>31,055</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>46</b>	<b>6,718</b>	<b>(6,097)</b>	<b>(1,808)</b>	<b>1,233</b>	<b>728</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(1,780)</b>	<b>6,717</b>	<b>(7,722)</b>	<b>(1,808)</b>	<b>1,033</b>	<b>(1,135)</b>



# 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.

## 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.

## 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 for the 'Our Community' 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.

1.1 People in our community are in safe hands				
OP #	Action	Link to Delivery Program	Measure	Function
C01	Implement and promote a voluntary food safety "Scores on Doors" program	1.1.1.01	75% participation rate in program annually	Public Safety
C02	Provide education and awareness in relation to the responsibility of pet ownership	1.1.1.02	Two forms of education/awareness information placed on Council's website/social media annually	Public Order
			Undertake door knock program	
C03	Investigate option for funding for Companion Animal Desexing Program	1.1.1.02	Funding investigation completed by 31 December 2018	Public Order
C04	Carry out community consultation to ascertain expected service levels for animal control	1.1.1.02	Community consultation completed by 30 June 2019	Public Order
C05	Promote the compliance of the <i>Swimming Pools Act 1992</i>	1.1.1.03	Number of inspections completed	Public Order
			90% of requested swimming pool inspections carried out within 10 working days	
			Two swimming pool safety compliance promotions placed on Council's website/social media	
C06	Review Community Safety Crime and Prevention Plan	1.1.1.04	Plan reviewed by 30 June 2019	Public Safety
C07	Partner with the community through participation in the Community Round Table	1.1.1.05	Number of meetings attended	Public Safety
C08	Develop a policy for the use of CCTV cameras in public spaces	1.1.1.05	Policy developed and adopted by 30 June 2019	Public Safety

1.1 People in our community are in safe hands				
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 by 30 June 2019	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 by 30 June 2019	Public Safety
C11	Develop Lighting Strategy in accordance with the Smart Community Framework	1.1.1.05	Strategy developed by 30 June 2019	Public Safety
C12	Funding opportunities for CCTV identified	1.1.1.06	Funding identified and application submitted by 30 June 2019	Public Safety
C13	Conduct compliance inspections of all declared dangerous, menacing and restricted dogs within the City to ensure compliance with legislation	1.1.1.07	90% target for compliance inspections annually	Public Order
C14	Provide a ranger service to undertake animal control activities	1.1.1.07	90% of animal related complaints investigated within service standards 90% of dog attacks investigated within two business days	Public Order
C15	Provide an animal pound facility in accordance with legislation	1.1.1.07	New animal pound facility constructed by 30 June 2019	Public Order
C16	Review and implement actions from Companion Animals Management Plan	1.1.1.09	25% of actions implemented by 30 June 2019	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 annually 90% of enforcement actions undertaken within two business days 90% of complaints investigated within service standards	Public Health
C18	Investigate and develop registered food businesses mailing list for educational material	1.1.1.10	Mailing list developed by 30 June 2019	Public Health
C19	Food Safety education material provided quarterly to all registered businesses	1.1.1.10	Number of registered food businesses provided safety education material	Public Health
C20	Review Septic Management register	1.1.1.10	Register reviewed by 30 June 2019 Number and % of septic tanks inspected	Public Health

<b>1.1 People in our community are in safe hands</b>				
<b>OP #</b>	<b>Action</b>	<b>Link to Delivery Program</b>	<b>Measure</b>	<b>Function</b>
<b>C21</b>	Develop Septic Tank policy	1.1.1.10	Policy adopted by 30 June 2019	Public Health
<b>C22</b>	Cooling towers inspected annually	1.1.1.10	100% of cooling towers inspected annually	Public Health
<b>C23</b>	Public swimming pools inspected annually	1.1.1.10	100% of public swimming pools inspected annually	Public Health
<b>C24</b>	Implement "Safer by Design Protocols"	1.1.1.11	Number of required referrals provided to NSW Police for comment	Public Safety
<b>C25</b>	Promote parking compliance	1.1.1.12	Two media releases provided annually Decrease in number of infringements issued from same period previous year	Public Order
<b>C26</b>	Facilitate school zones safety audits with Roads and Maritime Services	1.1.1.12	School zones safety audit completed by 30 June 2019	Public Order
<b>C27</b>	Remediate non-conformances identified in the school zones safety audit	1.1.1.12	Number of non-conformances identified Number and % of non-conformances remedied	Public Order
<b>C28</b>	Facilitate the Local Emergency Management Committee	1.1.1.13	Four meetings facilitated annually	Public Safety
<b>C29</b>	Participate in emergency exercises with other combat and support agencies	1.1.1.13	Number and % of exercises attended	Public Safety
<b>C30</b>	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 emergencies declared involving Council support services	Public Safety
<b>1.2 Our community works together</b>				
<b>OP #</b>	<b>Action</b>	<b>Link to Delivery Program</b>	<b>Measure</b>	<b>Function</b>
<b>C31</b>	Conduct an official ceremony for Australia Day	1.2.1.01	Number of attendees compared to previous year	Community Development
<b>C32</b>	Encourage the community to nominate someone for an Australia Day Award	1.2.1.01	Minimum of three different forms of promotion for nominations conducted by 31 December 2018	Community Development

1.2 Our community works together				
OP #	Action	Link to Delivery Program	Measure	Function
			Number of nominations received compared to previous year	
C33	Facilitate the granting of Australia Day awards through the selection committee	1.2.1.01	Selection committee meeting held prior to 30 November 2018	Community Development
C34	Facilitate the volunteer working group	1.2.1.03	Number of meetings facilitated	Community Development
C35	Recognise the contribution of volunteers through an annual event	1.2.1.03	Event held by 30 June 2019	Community Development
			Number of attendees	
C36	Encourage the community to nominate someone for a volunteer award	1.2.1.03	Minimum of three different forms of communication to promote nominations by the 30 June 2019	Community Development
			Number of nominations received	
C37	Investigate and develop opportunity for partnerships	1.2.1.04	Number of investigations	Community Development
			Number of partnerships developed	
C38	Develop implementation plan for the Communications and Community Engagement Strategy	1.2.1.05	Implementation plan developed by 31 December 2018	Community Development
			Number and % of actions implemented	
C39	Requests to update/add to the online community directory are assessed and actioned as appropriate	1.2.1.06	Number of updates/additions	Community Development
C40	Inform the community about Council's current sustainability challenges including financial and asset management	1.2.1.07	Number and type of community information sessions conducted	Community Facilities
C41	Review public amenities as part of asset management planning	1.2.1.07	Levels of Service Review completed by 30 June 2019	Community Facilities
C42	Include implications of population decline on Asset Management in the Asset Management Policy, Strategy and Plans	1.2.1.07	Asset Management Policy, Strategy and Plans updated by 30 June 2019	Community Facilities
C43	Review public halls and community centres as part of asset management planning	1.2.1.07	Levels of Service Review completed by 30 June 2019	Community Facilities
C44	Provide public amenities in key public areas	1.2.1.08	Amenities open and maintained	Community Facilities
			Community Satisfaction Survey results	

1.2 Our community works together				
OP #	Action	Link to Delivery Program	Measure	Function
C45	Investigate Council facility online booking system	1.2.1.08	Online booking system investigation completed by 30 June 2019	Community Facilities

1.3 Our history, culture and diversity is embraced and celebrated				
OP #	Action	Link to Delivery Program	Measure	Function
C46	A calendar of events assessed as appropriate is available online and promoted to the community	1.3.1.01	Number of events promoted on the calendar Number of calendar promotions to community	Community Development
C47	Support event organisers in understanding the process for holding events in public spaces	1.3.1.02	All written first-contact enquiries responded to within service standards Number of enquiries received	Community Development
C48	Review and update Public Events Guide to include accessibility and inclusiveness	1.3.1.02	Review and update completed by 31 December 2018	Community Development
C49	Review and implement Event plan for annual Christmas Pageant and After Party	1.3.1.03	Pageant conducted in partnership with South Rotary in December 2018 Minimum of 30 floats entered in December 2018 pageant Council float entered in December 2018 pageant After Part held in December 2018	Community Development
C50	Develop Plan for Heritage Event based on the Heritage Near Me format	1.3.1.04	Plan developed by 31 December 2018	Arts & Culture
C51	Conduct an event to celebrate the City's built and cultural heritage and National Heritage status	1.3.1.05	Heritage event held in 2018/2019	Arts & Culture
C52	Promote and operate Outback Archives as a place for the preservation and conservation of local historical collections	1.3.1.06	Archives managed in accordance with the <i>State Records Act NSW 1998</i>	Arts & Culture
C53	Manage, maintain and promote library service	1.3.1.07	Library services provided in accordance with <i>Library Act 1939</i>	Arts & Culture

1.3 Our history, culture and diversity is embraced and celebrated				
OP #	Action	Link to Delivery Program	Measure	Function
			50% Service Review recommendations implemented in accordance with budget	
			Increase the number of active memberships from previous year	
			Increase participation in programs provided from previous year	
			Increase visitors to the Library from previous year	
C54	Customer satisfaction survey to be conducted	1.3.1.07	Customer satisfaction survey conducted by 30 June 2019	Arts & Culture
C55	Provide a library outreach service to surrounding areas	1.3.1.07	Maintain the number of memberships from previous year	Arts & Culture
			Maintain circulation statistics from previous year	
C56	Investigate funding options for outreach library services	1.3.1.07	Funding secured by 30 June 2019	Arts & Culture
C57	Develop Library Services Strategic Plan	1.3.1.08	Strategic plan developed by 31 December 2018	Arts & Culture
C58	Review Library Policies and Procedures identified in Library Services Strategic Plan	1.3.1.09	Three policies reviewed and six procedures developed by 30 June 2019	Arts & Culture
C59	Manage and maintain the Regional Art Gallery	1.3.1.10	Decrease the number of exhibitions and increase the length of exhibitions, in line with service review recommendations	Arts & Culture
			Maintain the number of visitors from previous year	
C60	Manage and maintain the Albert Kersten Mining & Minerals Museum	1.3.1.11	Decrease the number of exhibitions and increase the length of exhibitions, in line with service review recommendations	Arts & Culture
			Maintain the number of visitors from previous year	
C61	Investigate the benefits of a Heritage Signage Strategy	1.3.1.12	Investigation completed by 30 June 2019	Arts & Culture

1.3 Our history, culture and diversity is embraced and celebrated				
OP #	Action	Link to Delivery Program	Measure	Function
C62	Investigate condition, quality and ease of understanding of heritage signage	1.3.1.12	Investigation completed by 30 June 2019	Arts & Culture
			Number of signage improvements required	
C63	Council to pursue grant or funding opportunities for the management, maintenance and digitisation of Council owned art and mineral collections	1.3.1.12	Investigation of relevant grant/funding completed by 30 June 2019	Arts & Culture
C64	Develop a map of heritage sign locations	1.3.1.13	Map developed by 30 June 2019	Arts & Culture
C65	Review Public Art Policy	1.3.1.14	Policy reviewed by 30 June 2019	Arts & Culture
1.4 Our built environment supports our quality of life				
OP #	Action	Link to Delivery Program	Measure	Function
C66	Consider heritage provisions from the Development Control Plan for the City	1.4.1.01	100% of required development applications referred to Heritage Advisor	Arts & Culture
			Number of referrals made compared to previous year	
C67	Maintain and operate the cemetery for the benefit of the City	1.4.1.02	Fewer than five complaints received annually	Community Facilities
C68	Develop Memorandum of Understanding with funeral directors	1.4.1.02	Memorandum of understanding developed by 31 December 2018	Community Facilities
C69	Develop Cemetery Plan of Management	1.4.1.03	Plan developed by 31 December 2018	Community Facilities
C70	Conduct soil testing in General 6 to determine depth for grave sites	1.4.1.05	Testing completed by 31 December 2018	Community Facilities
C71	Draft implementation plan for actions from Cemetery Plan of Management	1.4.1.05	Action implementation plan developed by 31 December 2018	Community Facilities
			Number and % of actions implemented	
C72	Facilitate searches for deceased persons interred in the Broken Hill Cemetery	1.4.1.06	Number of online searches	Community Facilities
			Number of records updated	
C73	Develop an Accessible Parks and Open Spaces plan	1.4.1.07	Plan developed 30 June 2019	Open Spaces

1.4 Our built environment supports our quality of life				
OP #	Action	Link to Delivery Program	Measure	Function
C74	Review and update Pedestrian Access Mobility Plan	1.4.1.08	PAMP reviewed and updated by 30 June 2019	Local Transport
C75	Undertake actions within improvement plan in accordance with Asset Management Plan Open Spaces	1.4.1.09	Number and % of improvement actions undertaken	Open Spaces
			Levels of Service review and works programs completed by 30 June 2019	
C76	Implement actions and projects within Asset Management Plan Open Spaces	1.4.1.09	Pesticide Use Notification Plan reviewed by 30 June 2019	Open Spaces
			Number and % of actions/projects implemented	
C77	Contract for Broken Hill Regional Aquatic Centre managed effectively	1.4.1.10	100% Compliance with contract	Community Facilities
C78	Promote and implement initiatives from the Heritage Strategy	1.4.1.12	12 progress meetings held annually	Arts & Culture
C79	Undertake actions within improvement plan in accordance with Asset Management Plan Transport	1.4.1.13	Number of initiatives promoted annually	
			Number and % of improvement actions undertaken	Local Transport
C80	Identify schedule for service reviews for Council owned assets and fleet, in accordance with the Service Review project plan	1.4.1.14	Levels of Service review and works program completed by 30 June 2019	
			Number and % of scheduled assets service reviews completed	Community Facilities
			Number and % of scheduled fleet service reviews completed	

1.5 Our health and wellbeing ensures that we live life to the full				
OP #	Action	Link to Delivery Program	Measure	Function
C81	Participation in the consideration of healthy and active lifestyles opportunities	1.5.1.01	Minimum of 75% of planned meetings attended annually	Community Development
			Number of meetings attended	
C82	Facilitate the DIAP monitoring group meetings	1.5.1.01	Two DIAP Progress Reports annually	

1.5 Our health and wellbeing ensures that we live life to the full				
OP #	Action	Link to Delivery Program	Measure	Function
			Two meetings facilitated annually for the Disability Inclusion Action Plan Monitoring Group	Community Development
C83	Advocate for a quality health, medical and allied services via interaction with relevant ministers and departments	1.5.1.02	Council representation at 100% of organised engagements with relevant ministers/departments	Community Development
			Number and type of representations	
			Number of submissions made	
C84	Advocate for equitable and appropriate access to public transport where required	1.5.1.04	Council representation at 100% of organised engagements with relevant ministers/transport agencies	Local Transport
			Number and type of representations	
C85	Continue relationships to ensure established water supply for the City	1.5.1.05	Council representation at 100% of organised engagements with relevant ministers/agencies	Community Development
			Number and type of representations	
C86	Support Youth Council	1.5.1.06	Number and type of supports provided	Community Development
C87	Host Civic Debutante Ball	1.5.1.06	Debutante Ball held annually	Community Development
C88	Bike Plan reviewed	1.5.1.07	Plan reviewed by 31 December 2018	Local Transport
C89	Bicycle lanes made available	1.5.1.07	Bicycle lanes reviewed and available by 30 June 2019	Local Transport
			Number of bike lanes available	

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR COMMUNITY								
\$ '000	2019	2019	2019	2019	2019	2019	2019	2019
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
<b>Income from Continuing Operations</b>								
<b>Revenue:</b>								
Rates & annual charges	-	-	-	-	-	-	-	-
User charges & fees	599	220	-	-	221	-	158	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	77	-	-	-	-	-	77	-
Grants & contributions for operating purposes	885	-	495	-	-	75	315	-
Grants & contributions for capital purposes	1,626	-	-	-	1,626	-	-	-
<b>Other Income:</b>	-							
Net gains from disposal of assets	220	-	220	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>3,407</b>	<b>220</b>	<b>715</b>	<b>-</b>	<b>1,847</b>	<b>75</b>	<b>550</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>								
Employee benefits & costs	3,065	-	980	716	155	-	1,214	-
Borrowing costs	17	-	-	-	-	-	17	-
Materials & contracts	1,570	12	175	158	853	-	372	-
Depreciation & amortisation	4,392	197	2,770	716	351	9	348	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	1,760	3	-	457	74	851	234	142
Net losses from disposal of assets	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>10,804</b>	<b>212</b>	<b>3,925</b>	<b>2,047</b>	<b>1,434</b>	<b>860</b>	<b>2,184</b>	<b>142</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(7,397)</b>	<b>8</b>	<b>(3,210)</b>	<b>(2,047)</b>	<b>413</b>	<b>(785)</b>	<b>(1,634)</b>	<b>(142)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(9,023)</b>	<b>8</b>	<b>(3,210)</b>	<b>(2,047)</b>	<b>(1,213)</b>	<b>(785)</b>	<b>(1,634)</b>	<b>(142)</b>

CAPITAL BUDGET – OUR COMMUNITY					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Library - Replacement of Furniture & Fittings	\$ -	\$ -	\$ 14,788.00	\$ 14,788.00	Renewal
Library - Electronic & Automatic After Hours Return Bin	\$ -	\$ -	\$ 9,201.00	\$ 9,201.00	New
Library - Design & Construction Plans for New Library	\$ 150,000.00	\$ -	\$ 150,000.00	\$ -	New
Animal Control - Construction of Dog Pound	\$ -	\$ 250,000.00	\$ 250,000.00	\$ -	New
Parking Control - Parking Sensors Argent Street	\$ -	\$ -	\$ 30,000.00	\$ 30,000.00	New
Roads - Brown Street - Silverton Road to Kaolin Street	\$ -	\$ -	\$ 500,000.00	\$ 500,000.00	Upgrade
Roads - McCulloch Street-Wolfram Street to Lane Street	\$ -	\$ -	\$ 300,000.00	\$ 300,000.00	Renewal
Roads - Blende Street-Sulphide Street Intersection	\$ -	\$ -	\$ 180,000.00	\$ 180,000.00	Renewal
Roads - Blende Street-Garnet Street Intersection to Gossan Street	\$ -	\$ -	\$ 500,000.00	\$ 500,000.00	Renewal
Roads - Oxide Street-Argent Street to Blende Street	\$ -	\$ -	\$ 260,000.00	\$ 260,000.00	Renewal
Roads - Blende Street-Cobalt Street Intersection	\$ -	\$ -	\$ 100,000.00	\$ 100,000.00	Renewal
Roads - Oxide Street-Blende Street to Beryl Street	\$ -	\$ -	\$ 130,000.00	\$ 130,000.00	Renewal
Roads - Oxide Street-Beryl Street to Cobalt Street	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	Renewal
Roads - Oxide Street-Cobalt Street Intersection	\$ -	\$ -	\$ 100,000.00	\$ 100,000.00	Renewal
Roads - Oxide Street-Cobalt Street to Wolfram Street	\$ -	\$ -	\$ 250,000.00	\$ 250,000.00	Renewal
Roads - Oxide Street-Crystal Street to Argent Street	\$ -	\$ -	\$ 240,000.00	\$ 240,000.00	Renewal
Roads - Clarke Lane-Off Bonanza Street	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00	Renewal
Roads - Gypsum Street Reconstruction-Wills Street to Cornish Street Intersection	\$ 600,000.00	\$ -	\$ 600,000.00	\$ -	Renewal
Roads - Reseal Program	\$ -	\$ -	\$ 450,000.00	\$ 450,000.00	Renewal
Footpaths - Disability Access	\$ -	\$ -	\$ 400,000.00	\$ 400,000.00	Renewal
Cemetery - Cemetery Office	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00	New
Aquatic Centre - 25m Pool Sand Filter and Lateral Replacement	\$ -	\$ -	\$ 40,000.00	\$ 40,000.00	Renewal
Aquatic Centre - Repairs to Railing/Hand Rails in the 25m and Hydro Pool	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00	Renewal
Aquatic Centre - First Aid Room Split System Replacement	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	Renewal
Aquatic Centre - Kitchen Exhaust Fan Replacement	\$ -	\$ -	\$ 6,000.00	\$ 6,000.00	Renewal
Aquatic Centre - PA System - Wiring and Speaker Replacement	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00	Renewal
Aquatic Centre - Filtration System Chemical Probe Replacement	\$ -	\$ -	\$ 9,000.00	\$ 9,000.00	Renewal
Aquatic Centre - UV Lamp Replacement	\$ -	\$ -	\$ 7,000.00	\$ 7,000.00	Renewal
Aquatic Centre - Balance Tanks and Scum Gutters Epoxy Recoat all pools	\$ -	\$ -	\$ 120,000.00	\$ 120,000.00	Renewal
Art Gallery - Humidifiers Replacement	\$ -	\$ -	\$ 350,000.00	\$ 350,000.00	Renewal
Art Gallery - Security Cameras Upgrade	\$ -	\$ -	\$ 20,000.00	\$ 20,000.00	Renewal
Geocentre - Security Cameras Upgrade	\$ -	\$ -	\$ 12,000.00	\$ 12,000.00	Renewal
Geocentre - Switchboard Replacement	\$ -	\$ -	\$ 7,000.00	\$ 7,000.00	Renewal
O'Neill Park BIU Band Hall and Oval - Replacement Switchboard	\$ -	\$ -	\$ 13,000.00	\$ 13,000.00	Renewal
Art Gallery Front Shop Counter	\$ -	\$ -	\$ 20,000.00	\$ 20,000.00	Renewal
Parks - Replace Lighting & Install CTV Patton Park and Sturt Park	\$ -	\$ -	\$ 535,645.00	\$ 535,645.00	Renewal
Parks - Patton Park Revitalisation	\$ 395,000.00	\$ -	\$ 395,000.00	\$ -	Renewal
Parks - O'Neill Park Tennis Court Resurfacing	\$ 150,280.00	\$ -	\$ 150,280.00	\$ -	Renewal
Parks - O'Neill Park Soccer Canteen Shade Sails*	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	Renewal
Parks - Sturt Park Playground*	\$ 200,000.00	\$ -	\$ 200,000.00	\$ -	Renewal
Parks - Skate park Replacement*	\$ 300,000.00	\$ -	\$ 300,000.00	\$ -	Renewal
Landscaping - Administration Building	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00	Renewal
Landscaping - Visitors Information Centre	\$ -	\$ -	\$ 40,000.00	\$ 40,000.00	Renewal
Memorial Oval Lighting	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	Renewal
Plant/Fleet	\$ -	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Renewal
<b>Total Our Community</b>	<b>\$ 1,895,280.00</b>	<b>\$ 250,000.00</b>	<b>\$ 8,153,914.00</b>	<b>\$ 6,008,634.00</b>	

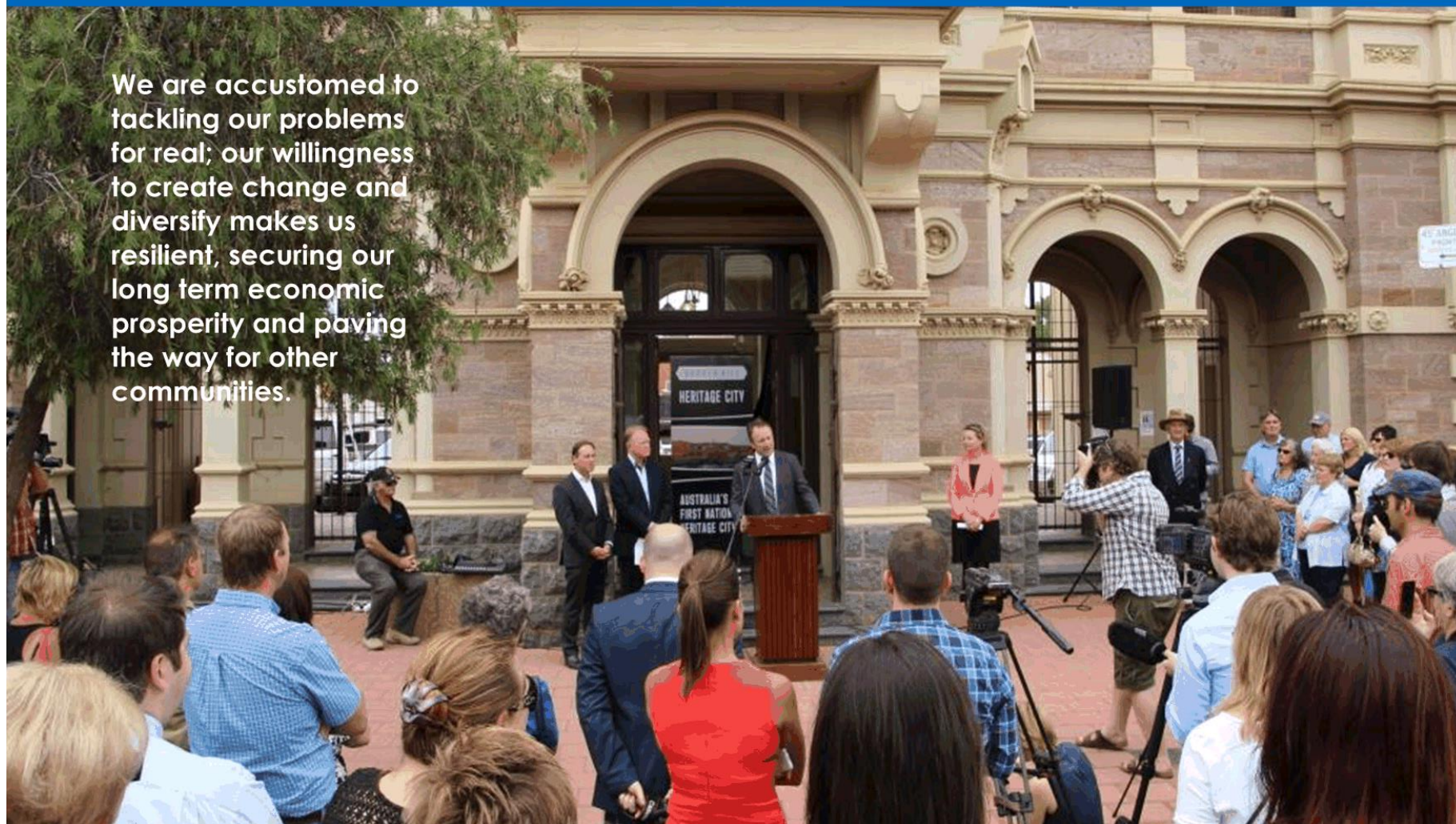
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## KEY DIRECTION 2 – OUR ECONOMY

- 2.1 Our economy is strong and diversified and attracts people to work, live and invest
- 2.2 We are a destination of choice and provide a real experience that encourages increased visitation
- 2.3 A supported and skilled workforce provides strength and opportunity

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.



## 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	Collaboration with business groups to plan and hold an economic summit	2.1.1.01	Economic summit held	Economic Development
E02	Ensure the provision of accurate and relevant data is available to existing and potential residents, businesses and industry	2.1.1.02	Annual subscription to online data tool maintained Online data tool available to the community	Economic Development
E03	Support industry leaders and the local business community in presenting Broken Hill investment opportunities to state and federal government and other agencies	2.1.1.03	Four representations to Government/industry per annum Number and type of representations	Economic Development
E04	Identify resources required to develop Tourism and Hospitality Investment Opportunities Portfolio	2.1.1.04	Resources identified by 30 June 2019	Economic Development
E05	Participate in meetings, projects and conferences associated with business and industry	2.1.1.05	80% of business/industry invitations to Council attended Number and type of invitations attended	Economic Development
E06	Advocate to maintain or improve air, rail and road access to the region	2.1.1.06	Number and type of representations	Strategic Transport

<b>2.1 Our economy is strong and diversified and attracts people to work, live and invest</b>				
<b>OP #</b>	<b>Action</b>	<b>Link to Delivery Program</b>	<b>Measure</b>	<b>Function</b>
<b>E07</b>	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
<b>E08</b>	Implement the activation elements outlined in the Broken Hill Living Museum + Perfect Light Plan as appropriate and as they link to the development of an Argent Street Cultural Precinct	2.1.1.07	Number and % of element activations achieved Number of funding opportunities identified and applied for	Economic Development
<b>E09</b>	Develop Broken Hill Attractions and Interpretation Strategy	2.1.1.08	Strategy developed by 30 June 2019	Economic Development
<b>E10</b>	Develop the Community Hub Framework and Active Living Plan that addresses the use of Civic Spaces in Argent Street	2.1.1.08	Framework and Plan developed by 30 June 2019	Economic Development
<b>E11</b>	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 by 30 June 2019: <ul style="list-style-type: none"> <li>• Broken Hill Regional Art Gallery</li> <li>• Albert Kersten Mining &amp; Mineral Museum</li> <li>• Living Desert and Sculptures</li> <li>• Visitor Information Centre Business</li> <li>• Civic Centre</li> <li>• Memorial Oval</li> </ul>	Economic Development
<b>E12</b>	Advocate to improve technology and innovation as opportunities arise	2.1.1.10	Number and type of representations made	Economic Development
<b>E13</b>	Wi-Fi activation throughout the City is maintained	2.1.1.12	Wi-Fi made available to the community	Economic Development
<b>E14</b>	Advocate Broken Hill and Far West NSW as a centre for renewable energy	2.1.1.13	Number and type of representations made	Economic Development
<b>E15</b>	Support committed funds in MOU with West Darling Arts	2.1.1.14	Payment made by 30 June 2019 Adherence to MOU requirements reviewed by 30 June 2019	Tourism Development
<b>E16</b>	Investigate art and heritage trails encompassing businesses and community landmarks	2.1.1.15	Investigation completed by 30 June 2019	Tourism Development

2.1 Our economy is strong and diversified and attracts people to work, live and invest				
OP #	Action	Link to Delivery Program	Measure	Function
E17	Community Hub Framework and Active Living Plan developed	2.1.1.17	Framework and Plan developed by 30 June 2019	Economic Development
E18	Review and maintain City information pack for new and potential residents to promote living in Broken Hill	2.1.1.18	Information pack made available in a range of formats	Economic Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP #	Action	Link to Delivery Program	Measure	Function
E19	Maintain relationships with local, inter and intrastate tourism organisations and federal counterparts	2.2.1.01	Number and type of interactions	Tourism Development
E20	Contribute data to analyse processes conducted by the tourism industry and industry bodies	2.2.1.02	Data is provided to fulfil information requests and funding acquittals within service standards Quarterly updates provided to Council	Tourism Development
E21	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 by 30 June 2019	Tourism Development
E22	Identify resources required to undertake review of the Broken Hill 2010-2020 Strategic Tourism Plan	2.2.1.05	Resources identified by 30 June 2019	Tourism Development
E23	Review and develop relevant strategies for Tourism Development relating to Broken Hill as Australia's First National Heritage Listed City	2.2.1.06	Review completed and strategies developed by 30 June 2019	Tourism Development
E24	With the cessation of the fee based tourism program, collaboration with businesses to enhance visitors experience and maximise yield to be investigated through the business planning process	2.2.1.07	Investigation conducted and report prepared by 30 June 2019	Tourism Development
E25	Enhance visitor experience and maximise yield at Council-owned tourism facilities through audit of product lines and visitation	2.2.1.07	Report for future planning created by 30 June 2019	Tourism Development
E26	Investigate sustainability training and accreditation programs for Council-owned tourism facilities	2.2.1.08	Investigation completed by 30 June 2019	Tourism Development

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP #	Action	Link to Delivery Program	Measure	Function
E27	Implement actions from the Wayfinding and Whole-of-Destination Interpretive Framework	2.2.1.10	Number of actions implemented	Tourism Development
E28	Investigate opportunities arising from Broken Hill's listing as a heritage city	2.2.1.11	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 Council's tourism website	
E29	Support the Broken Hill Heritage Committee to develop an events calendar to celebrate and commemorate historically significant events	2.2.1.11	Number and type of events supported	Tourism Development
E30	Consult the community and local historians to develop materials and interpretation experiences designed to promote the importance of Broken Hill in history	2.2.1.12	Two new heritage tourism products developed	Tourism Development
E31	Investigate relationships between Broken Hill and other significant heritage mining cities	2.2.1.13	Number of relationships developed	Tourism Development
E32	Operate the Visitor Information Centre as a hub for the visitor economy	2.2.1.14	VIC accreditation maintained	Tourism Development
			Maintain at least 80% positive feedback from VIC customer survey in 2018/2019	
			Maintain at least 50% positive response to the question 'Has your experience at the BHVIC influenced you to extend your stay in the Broken Hill Area?' In VIC customer survey	
E33	Develop strategies to increase tourist visitation to the Regional Art Gallery	2.2.1.15	Maintain at least 80% positive feedback rating for VIC on TripAdvisor	Tourism Development
			Strategies developed by 30 June 2019	

2.2 We are a destination of choice and provide a real experience that encourages increased visitation				
OP #	Action	Link to Delivery Program	Measure	Function
E34	Develop strategies to increase tourist visitation to the Albert Kersten Mining & Minerals Museum	2.2.1.16	Strategies developed by 30 June 2019	Tourism Development
E35	Develop strategies to increase tourist visitation to the Living Desert	2.2.1.17	Strategies develop by 30 June 2019	Tourism Development
E36	Operate the Broken Hill Airport	2.2.1.18	CASA compliance maintained Airport Master Plan reviewed by 30 June 2019	Strategic Transport
E37	Investigate funding opportunities and lobby for the upgrade of the Broken Hill Airport in accordance with the Airport Master Plan	2.2.1.20	Number and type of representations Number of funding submissions made	Strategic Transport
E38	Develop Kintore headframe reserve to facilitate caravan and RV parking and dump point as per CBD parking strategy recommendation	2.2.1.21	Kintore Reserve Plan budget approved and construction complete by 30 June 2019	Tourism Development
E39	Brand included in marketing and communication processes externally and internally	2.2.1.22	100% of marketing/communication is checked for correct application/utilisation of brand	Economic Development
E40	Facilitate film friendly approach to film makers through permit management and referrals to industry network	2.2.1.23	100% of film enquiries responded to and film applications processed within service standards Number of enquiries received	Film
E41	Promote Civic Centre as a hub for conference and entertainment	2.2.1.24	Minimum two marketing campaigns undertaken	Economic Development
E42	Provide support to two festivals and/or events per annum	2.2.1.25	Support provided to two festivals and/or events	Tourism Development
E43	Hold a community New Year's Eve Event	2.2.1.25	New Year's Eve Event held on 31 December 2018	Tourism Development
E44	Develop Broken Hill Conference and Events Strategy for MICE (Meetings, Incentives, Conferences, Exhibitions)	2.2.1.26	Strategy developed by 31 December 2018	Tourism Development
E45	Implement action from Broken Hill Conference and Events Strategy	2.2.1.27	10% actions implemented by 30 June 2019 Number and % actions implemented	Tourism Development
E46	Create a base itinerary to be used as a guide for a range of visitor and client requests	2.2.1.28	Base itinerary created by 30 June 2019	Tourism Development

2.3 A supported and skilled workforce provides strength and opportunity				
OP #	Action	Link to Delivery Program	Measure	Function
E47	Collaborate with industry to identify skills gaps	2.3.1.01	Skills gaps identified and proposed actions reported to Council by 30 June 2019	Economic Development
E48	Participation on committees and working parties associated with education and training	2.3.1.02	Number and type of participation	Economic Development
E49	Develop and maintain partnerships with universities that provide value to our local community	2.3.1.03	Report on two outcomes provided to Council by 30 June 2019	Economic Development
E50	Participate in initiatives that encourage an increase in completed tertiary education in Broken Hill	2.3.1.04	80% participation in identified initiatives in 2018/2019	Economic Development
E51	Provide relevant support for skill development of Indigenous and Non-Indigenous disadvantaged persons, where required	2.3.1.05	Number and type of initiatives supported	Economic Development
E52	Participate in initiatives that advocate for additional support and assistance for distance education students completing tertiary education	2.3.1.06	Number and type of representations	Economic Development
E53	Computers with internet access are provided for student use at Charles Rasp Memorial Library	2.3.1.07	Free computer and internet access available	Economic Development

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR ECONOMY						
\$ '000	2019	2019	2019	2019	2019	2019
	Our Economy Proposed Budget	Economic Development	Property Development	Strategic Transport	Tourism Development	Film Promotion
<b>Income from Continuing Operations</b>						
<b>Revenue:</b>						
Rates & annual charges	-	-	-	-	-	-
User charges & fees	1,114	145	55	726	188	-
Interest & investment revenue	-	-	-	-	-	-
Other revenues	250	236	-	4	10	-
Grants & contributions for operating purposes	947	347	-	600	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-
<b>Other Income:</b>	-					
Net gains from disposal of assets	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>2,311</b>	<b>728</b>	<b>55</b>	<b>1,330</b>	<b>198</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>						
Employee benefits & costs	1,732	1,077	-	251	404	-
Borrowing costs	-	-	-	-	-	-
Materials & contracts	933	465	-	274	194	-
Depreciation & amortisation	1,011	409	-	474	128	-
Impairment	-	-	-	-	-	-
Other expenses	443	286	-	65	92	-
Net losses from disposal of assets	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>4,119</b>	<b>2,237</b>	<b>-</b>	<b>1,064</b>	<b>817</b>	<b>-</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(1,808)</b>	<b>(1,510)</b>	<b>55</b>	<b>266</b>	<b>(619)</b>	<b>-</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(1,808)</b>	<b>(1,510)</b>	<b>55</b>	<b>266</b>	<b>(619)</b>	<b>-</b>

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CAPITAL BUDGET - OUR ECONOMY					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Kintore Headframe Carpark - Passenger Vehicles & RVS Site Development		\$ 300,000.00	\$ 300,000.00	\$ -	Upgrade
Airport - Firefighting Pump Tank	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	Renewal
Airport - Commitment to Airport Upgrade Funding	\$ -	\$ -	\$ 300,000.00	\$ 300,000.00	Renewal
<b>Total Our Economy</b>	<b>\$ -</b>	<b>\$ 300,000.00</b>	<b>\$ 800,000.00</b>	<b>\$ 500,000.00</b>	

## 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



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.

## 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 for the 'Our Environment' 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.

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 2019	Waste Management
V02	Ensure compliance at the Broken Hill Waste Management Facility to meet Environment Protection Authority (EPA) requirements	3.1.1.02	100% compliance	Waste Management
V03	Increase waste separation at the Waste Management Facility	3.1.1.03	Increase in tonnage of recycling from previous year	Waste Management
V04	Promote existing local recycling opportunities	3.1.1.03	Number and type of promotional activities undertaken	Waste Management
V05	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 2019	Waste Management
V06	Investigate funding for kerbside recycling	3.1.1.03	Investigation completed by 30 June 2019	Waste Management
V07	Develop Organics Waste Management Plan in accordance with State Regulation and inclusive of options for use of organics waste processed by Council	3.1.1.04	Organics Waste Management Plan developed by 30 June 2019	Waste Management

3.1 Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V08	Identify commercial and industrial users to increase waste separation	3.1.1.05	List of users created by 30 June 2019	Waste Management
V09	Undertake energy audit for Council's 10 highest energy consuming assets	3.1.1.06	Audit completed by 30 June 2019	Environmental Footprint
V10	Continue to monitor energy consumption compared to previous years	3.1.1.06	Report with recommendations from 2017/2018 energy consumption monitoring completed for consideration by 31 March 2019 Planet footprint subscription renewed	Environmental Footprint
V11	Commence development of a Sustainability and Energy Management Strategy utilising energy consumption report	3.1.1.06	Strategy development commenced by 30 June 2019	Environmental Footprint
V12	Undertake an audit of water consumption for Council's 10 highest water consuming assets	3.1.1.07	Audit completed by 30 June 2019	Environmental Footprint
V13	Continue to monitor consumption of water at Council assets	3.1.1.07	Water consumption measured and reported quarterly	Environmental Footprint
V14	Develop Actions Register and integrate with Asset Management Plan	3.1.1.07	Register developed and integrated with Asset Management Plan by 30 June 2019	Environmental Footprint
V15	Consider opportunities for modification of water supply systems to deliver reduced consumption	3.1.1.07	Number and type of initiatives implemented	Environmental Footprint
V16	Source grant opportunities and apply for funding for water savings projects	3.1.1.07	Number and type of submissions made	Environmental Footprint
V17	Investigate options for recording of illegal dumping incidents	3.1.1.08	Investigation completed by 30 June 2019	Public Health
V18	Investigate management controls for illegal dumping	3.1.1.08	Investigation completed 30 June 2019	Public Health
V19	Develop Supplementary State of City Report for 2017/2018	3.1.1.09	2017/2018 Report completed by 31 December 2018	Public Order
V20	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 Number and type of activities support provided	Natural Environment

3.1 Our environmental footprint is minimised				
OP #	Action	Link to Delivery Program	Measure	Function
V21	Grid survey of Airport Road Asbestos Site to identify all surface and near surface asbestos contamination throughout the site	3.1.1.10	Survey completed and Action Plan developed by 30 June 2019	Natural Environment
V22	Participate in Clean Up Australia Day	3.1.1.10	Number of volunteer participants in event Media promotion made prior to event	Natural Environment
V23	Deliver waste education presentations to community annually	3.1.1.11	Minimum of two presentations undertaken annually	Waste Management
V24	Carry out tours of the Broken Hill Waste Management Facility including organics processing, second hand shed and general waste management	3.1.1.11	Number of tours undertaken	Waste Management
V25	Ensure communication received regarding securing a permanent water supply is considered by Council	3.1.1.12	Number and type of communication provided to Councillors and/or leadership team	Environmental Footprint
V26	Participate in Annual Environmental Management Review (AEMR) meetings	3.1.1.13	Attend meetings annually	Sustainability After Mining
V27	Facilitate Lead Reference Group and support the Broken Hill Environmental Lead Program (EPA)	3.1.1.14	Facilitate four meetings annually	Sustainability After Mining
V28	Undertake lead remediation projects as required, as per Memorandum of Understanding with Broken Hill Environmental Lead Program	3.1.1.14	Number and % of lead projects completed	Sustainability After Mining
V29	Review and provide advice in relation to End of Mine Life Plans including remediation activities for the City	3.1.1.14	Type of input provided Number of meetings attended	Sustainability After Mining
V30	Advocate for a sustainable Darling River system via interaction with relevant ministers/agencies	3.1.1.15	Number and type of representations made	Environmental Footprint

3.2 Natural flora and fauna environments are enhanced and protected				
OP #	Action	Link to Delivery Program	Measure	Function
V31	Educate the community about the local flora and fauna to increase awareness and understanding of the natural environment	3.2.1.01	Two education initiatives undertaken annually	Natural Environment
V32	9km of fencing of the regeneration areas repaired and replaced as per capital works programs	3.2.1.01	Fencing completed by 30 June 2019	Natural Environment
V33	Facilitate educational tours of The Living Desert for school students	3.2.1.02	Three school education tours undertaken annually	Natural Environment
V34	Maintain and enhance Living Desert facilities for improved visitor experience	3.2.1.03	Number and type of upgrades	Natural Environment
V35	Review the Living Desert Plan of Management	3.2.1.03	Review completed by 30 June 2019	Natural Environment
V36	Conduct vegetation survey as per Animal Management Plan	3.2.1.04	Survey completed annually	Natural Environment
V37	Conduct Fauna (Kangaroo) Surveys as per Animal Management Plan	3.2.1.04	Surveys completed six monthly	Natural Environment
V38	Implement actions from the Willyama Common Plan of Management	3.2.1.05	Number and % of actions implemented One major weed program completed	Natural Environment
V39	Review the Willyama Common Plan of Management	3.2.1.05	Review completed by 30 June 2019 Works implementation plan created by 30 June 2019	Natural Environment
V40	Encourage volunteers to assist with environmental activities	3.2.1.06	Number of volunteers maintained from previous year Number and type of environmental activities completed with volunteers	Natural Environment
V41	Monitor use and bookings of Primitive Camp Ground	3.2.1.07	Number of individual bookings Number of group bookings Report Income from campground	Natural Environment
V42	Review Noxious Weeds Program	3.2.1.08	Program reviewed by 31 March 2019	Natural Environment
V43	Mapping of noxious weeds completed for local government area (LGA)	3.2.1.08	Map developed by 31 March 2019	Natural Environment

3.2 Natural flora and fauna environments are enhanced and protected				
OP #	Action	Link to Delivery Program	Measure	Function
V44	Develop action plan and budget for control of noxious weeds as per mapped area and Noxious Weed Program	3.2.1.08	Action plan and budget developed by 30 June 2019	Natural Environment

3.3 Proactive, innovative and responsible planning supports the community and the environment				
OP #	Action	Link to Delivery Program	Measure	Function
V45	Review heritage items in the Local Environmental Plan	3.3.1.01	Review completed by 30 June 2019	Built Environment
V46	Local Orders Policy reviewed	3.3.1.02	Policy reviewed by 31 March 2019	Built Environment
V47	Compliance and Enforcement Policy reviewed	3.3.1.03	Policy reviewed by 31 March 2019	Built Environment
V48	Process development applications in accordance with legislation	3.3.1.03	Number and % of development applications processed within legislated timeframes	Built Environment
V49	Provide Local Heritage Incentives Fund for small grants to encourage local heritage projects	3.3.1.05	Number of heritage restoration projects undertaken Total amount of funding provided	Built Environment
V50	Update existing educational and promotional heritage publications/brochures	3.3.1.05	Publications/brochures updated by 30 June 2019	Built Environment
V51	Review annual heritage awards format	3.3.1.05	Annual heritage awards format reviewed by 31 December 2018	Built Environment
V52	Continue to provide a Verandah Restoration Program	3.3.1.05	Number of Verandah Restoration programs undertaken Total amount of funding provided	Built Environment
V53	Ensure significant heritage asset maintenance schedule in accordance with Asset Management Plan Buildings	3.3.1.06	Number of significant heritage assets maintained	Built Environment
V54	Under take Level of Service review in accordance with Asset Management Improvement Plan Buildings	3.3.1.06	Levels of Service Review completed and works program developed by 30 June 2019	Built Environment

3.3 Proactive, innovative and responsible planning supports the community and the environment				
OP #	Action	Link to Delivery Program	Measure	Function
V55	Implement planned stormwater drainage works from the Asset Management Plan	3.3.1.08	Number and % of planned stormwater drainage works implemented	Stormwater Management

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR ENVIRONMENT								
\$ '000	2019	2019	2019	2019	2019	2019	2019	2019
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Built Environment	Public Health	Public Order	Stormwater Management
<b>Income from Continuing Operations</b>								
<b>Revenue:</b>								
Rates & annual charges	2,762	2,762	-	-	-	-	-	-
User charges & fees	1,939	1,156	70	300	259	24	130	-
Interest & investment revenue	34	33	-	-	1	-	-	-
Other revenues	2	-	-	-	1	1	-	-
Grants & contributions for operating purposes	64	-	-	37	28	-	-	-
Grants & contributions for capital purposes	200	200	-	-	-	-	-	-
<b>Other Income:</b>	-							
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>5,001</b>	<b>4,151</b>	<b>70</b>	<b>337</b>	<b>288</b>	<b>25</b>	<b>130</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>								
Employee benefits & costs	2,215	1,114	-	147	510	119	324	-
Borrowing costs	-	-	-	-	-	-	-	-
Materials & contracts	1,765	1,509	30	51	42	8	125	-
Depreciation & amortisation	716	289	-	10	1	22	-	395
Impairment	-	-	-	-	-	-	-	-
Other expenses	73	16	-	4	44	-	9	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>4,769</b>	<b>2,928</b>	<b>30</b>	<b>211</b>	<b>597</b>	<b>149</b>	<b>458</b>	<b>395</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>233</b>	<b>1,223</b>	<b>40</b>	<b>126</b>	<b>(309)</b>	<b>(124)</b>	<b>(328)</b>	<b>(395)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>33</b>	<b>1,023</b>	<b>40</b>	<b>126</b>	<b>(309)</b>	<b>(124)</b>	<b>(328)</b>	<b>(395)</b>

CAPITAL BUDGET – OUR ENVIRONMENT					
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Renewal, Upgrade
Total Our Environment	-	-	-	-	

## 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 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.

## 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 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 requests to participate in public forums Information is made available to the public regarding how to participate in public forum	Leadership & Governance
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 Agency Information Guide is reviewed annually All public policies are available online	Corporate Support
L03	Comprehensive reports are presented to Council	4.1.1.03	Number and % of reports deferred or amended	Leadership & Governance
L04	Conflict of Interest declarations are completed as required and Pecuniary Interest returns are submitted annually	4.1.1.04	Number of Conflict of Interest submitted Pecuniary Interest returns submitted by due date	Leadership & Governance
L05	Code of Conduct complaints are managed efficiently	4.1.1.05	Number of Code of Conduct complaint findings in breach in conflict of provisions	Leadership & Governance

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
			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 Attendance numbers for workshops	Leadership & Governance
L07	Budget Reviews are completed quarterly in accordance with guidelines	4.1.1.07	100% compliance with guidelines	Financial Management
L08	Annual review of Long Term Financial Plan	4.1.1.08	Review completed by 30 April 2019 and adopted by Council by 30 June 2019	Financial Management
L09	Financial Statements are prepared on an annual basis in accordance with accounting standards and accounting codes	4.1.1.09	Unqualified audit opinion from Auditor General received annually Financial statements are submitted to Office of Local Government by 31 October 2019	Financial Management
L10	Council complies with risk management principals	4.1.1.10	Fraud and Corruption Control Strategy is reviewed by 30 June 2019	Corporate Support
L11	Implement the Enterprise Risk Management Framework and provide Council with assurance of its effectiveness	4.1.1.10	Enterprise Risk Management Framework implemented by 30 June 2019 Quarterly reports regarding effectiveness of controls and treatments provided to Audit Risk and Improvement Committee	Corporate Support
L12	Corporate Risk Register is systematically reviewed, reassessed and updated in line with Enterprise Risk Management Framework	4.1.1.10	Council's Corporate Risk Register provided quarterly to Audit Risk and Improvement Committee Number and % of risks rated high and/or extreme escalated through to ELT and to Audit Risk and Improvement Committee	Corporate Support
L13	Implement the Annual Risk Improvement Plan	4.1.1.10	Annual Risk Improvement Plan implemented by 28 February 2019	Corporate Support
L14	Implement key findings based on the Business Continuity Plan testing from 2017/2018	4.1.1.10	70% of key findings implemented by 30 June 2019 within budget	Corporate Support
L15	Implement revised Business Continuity Plan testing program	4.1.1.10	Business Continuity Plan tested by 30 June 2019	Corporate Support

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L16	Develop Audit and Assurance Process	4.1.1.10	Audit and Assurance Process developed and implemented by 30 June 2019	Corporate Support
L17	Implement revised Workplace Health and Safety Management Framework	4.1.1.10	Workplace Health and Safety Management Framework implemented by 30 June 2019 Quarterly reports regarding effectiveness of controls and treatments provided to ELT	Corporate Support
L18	Review Project Management Framework	4.1.1.11	Project Management Framework reviewed by 30 June 2019 Staff workshops to provide training on framework held by 30 June 2019	Corporate Support
L19	Six-month progress report on the Delivery Plan actions provided to Council in accordance with guidelines	4.1.1.13	100% compliance with guidelines Progress reports provided to Council twice per annum	Corporate Support
L20	Operational Plan is developed annually	4.1.1.14	Plan adopted by Council by 30 June 2019	Corporate Support
L21	Annual Report is adopted by Council and submitted to the Office of Local Government by 30 November each year	4.1.1.15	Report adopted by 30 November 2019 Report uploaded to Council website Council web link directing to Annual Report provided to Office of Local Government by 30 November 2019	Corporate Support
L22	Review Workforce Management Plan in accordance with IP& R guidelines	4.1.1.18	Review undertaken by 30 June 2019	Corporate Support
L23	Develop Workforce Management Policy	4.1.1.18	Workforce Management Policy adopted by 30 June 2019	Corporate Support
L24	Implement new Broken Hill City Council Consent Award	4.1.1.18	Broken Hill City Council Consent Award ratified in the NSW Industrial Relations Commission before 30 September 2018 All managers provided information on the terms within the new award by 30 November 2018	Corporate Support

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
			All employees provided with the opportunity to attend information sessions regarding the terms of the new award by 31 December 2018	
L25	Electronic Document Record Management training provided	4.1.1.18	100% of new staff meet with the General Manager or delegate within two days of commencing employment	Corporate Support
			100% of new staff complete HR/Payroll, IT/Records induction in their first week of employment	
			100% of new staff complete their compliance training within two weeks of commencing employment	
L26	Asset Management Plans are adopted by Council	4.1.1.19	Asset Management Plan Stormwater Drainage adopted by 30 June 2019 Asset Management Plan Buildings adopted by 30 June 2019 Asset Management Plan Fleet adopted by 30 June 2019 Asset Management Plan Transport adopted by 30 June 2019 Asset Management Plan Open Spaces adopted by 30 June 2019	Asset Management
L27	Progress reports on DIAP are prepared six monthly in accordance with OLG Calendar of Compliance	4.1.1.20	Progress reports provided to Council twice per annum	Corporate Support
L28	Compliance register is maintained and operational	4.1.1.21	Register reviewed by 30 June 2019	Corporate Support
L29	Implement Information and Communications Technology Strategy	4.1.1.22	Number and % of Year 1 activities implemented	Corporate Support
L30	Ensure information management complies with State Records and Local Government Legislation	4.1.1.23	100% compliance with State Records and Local Government Legislation	Corporate Support

4.1 Openness and transparency in decision making				
OP #	Action	Link to Delivery Program	Measure	Function
L31	Electronic Document and Records Management training provided to staff	4.1.1.23	Number and % of staff trained	Corporate Support

4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L32	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
L33	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
L34	Implement changes throughout Council operations in accordance with Local Government Act and Regulations as provided	4.2.1.03	Policies and procedures are reviewed and/or updated as required	Leadership & Governance
L35	Submissions are made based on the impact on the local community	4.2.1.03	100% of submissions are actioned from a Council resolution in 2018/2019	Leadership & Governance
L36	Seek out opportunities to attend training, conferences and meetings by teleconference technology that Council would not normally be able to attend otherwise	4.2.1.04	Number and % of travel requests investigated for attendance via technology alternatives Number of events/training sessions attended via teleconference technology	Leadership & Governance
L37	Councillors are delegates for internal and external committees	4.2.1.05	Delegates are appointed and adopted by Council in September each year	Leadership & Governance
L38	Vacancies on working groups and committees are identified and advertised	4.2.1.05	Vacancies are advertised as required	Leadership & Governance
L39	Results of annual assessment, monitoring demographic changes within the community is presented to Council	4.2.1.06	Report to Council by 30 June 2019	Leadership & Governance
L40	Review the outcomes from the NSW Local Government Capability Framework	4.2.1.07	Review completed by 30 June 2019	Corporate Support

4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L41	Employee learning and development plans are reviewed and updated with progress reported to ELT	4.2.1.07	Plans reviewed and updated by 30 June 2019	Corporate Support
			At least 75% average completion rate of employees training program	
			Report provided to ELT on the progression of Individual Development Plans for critical role successors	
L42	Continue implementing financial strategies to support the Long Term Financial Plan	4.2.1.08	Ensure 80% of TCorp ratios are met by 30 June 2019	Financial Management
L43	Organisational structure is systematically reviewed to ensure resources are deployed efficiently and effectively to achieve organisational outcomes	4.2.1.08	100% of vacant positions are reviewed for alignment to Operational Plan and Delivery Program	Financial Management
			Workforce cost as a percentage of revenue is improved in 2018/2019 compared to the industry bench mark	
L44	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
L45	Actions from the Service Review Framework are carried out	4.2.1.10	Number and % of service areas reviewed	Corporate Support
L46	Participate in industry benchmarking and comparative activities to inform and guide Council's performance	4.2.1.11	Benchmarking and comparative reports provided to ELT in 2018/2019	Corporate Support
L47	Develop action items from the benchmarking activities to improve performance	4.2.1.11	Action items developed by 28 February 2019	Corporate Support
L48	Implement performance management reporting system for employees in line with corporate performance objectives	4.2.1.11	Number and % of employee skills and performance reviews completed	Corporate Support
L49	Investigate performance management reporting system for employees and Council's IP&R requirements	4.2.1.11	Investigation completed by 30 June 2019	Corporate Support
L50	Implement a performance management dashboard for the community	4.2.1.11	Performance management dashboard implemented by 30 June 2019	Corporate Support
L51	Implement findings from Service Reviews	4.2.1.11	Number and % of service review findings implemented	Corporate Support

4.2 Our leaders make smart decisions				
OP #	Action	Link to Delivery Program	Measure	Function
L52	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
L53	Councillor learning and development plans reviewed, updated and a process for reporting progress is developed	4.2.1.12	Plans reviewed and updated by 30 June 2019 Progress reporting process developed by 30 June 2019	Leadership & Governance
L54	Implement a Management Skills/Capability Program for existing Managers and Coordinators in line with Council's succession planning model	4.2.1.12	100% of managers have completed their individual development program in line with budget 80% Coordinators have completed their individual development program in line with budget 50% of future leaders have completed individual development program in line with budget	Leadership & Governance
L55	Implement leadership effectiveness program for ELT and SMT to build Council's leadership capacity	4.2.1.12	100% of ELT and SMT undertake a development and coaching program in line with budget	Leadership & Governance
L56	Develop action plan to implement the recommendations from the Leadership Effectiveness program	4.2.1.12	Action plan developed in line with budget by 30 June 2019	Leadership & Governance
L57	Local issues addressed with key government departments	4.2.1.13	Number of issues addressed	Leadership & Governance
L58	Continue to undertake service reviews as per project plan	4.2.1.14	Number and % of scheduled service reviews completed	Asset Management
L59	Review of Asset Management Plan	4.2.1.15	Review completed by 31 December 2018	Asset Management
L60	Provide training and mentoring to staff in relation to Asset Management requirements	4.2.1.15	Number and % of staff provided Training	Asset Management
L61	The Asset Management System is reviewed and maintained to assist with asset management responsibilities	4.2.1.15	System maintained and operational by 30 June 2019	Asset Management

4.3 We unite to succeed in Australia's First Heritage Listed City				
OP #	Action	Link to Delivery Program	Measure	Function
L62	Identify key issues and projects which may benefit from an active Working Party	4.3.1.01	Number of Working Parties developed	Leadership & Governance
L63	Review Committees adherence to Section 355 Framework and Constitution	4.3.1.02	Review completed by 30 June 2019	Corporate Support
L64	Contribute to the Aboriginal Community	4.3.1.03	Number and % of Aboriginal Community Working Party meetings attended Number and % of other invited events attended	Leadership & Governance
L65	Review, plan and implement a Reconciliation Action Plan (RAP)	4.3.1.03	RAP developed and implemented by 30 June 2019	Leadership & Governance
L66	Represent Council and the community at local events and activities	4.3.1.04	Number of events and activities attended/supported	Leadership & Governance
L67	Encourage community organisations to apply for community assistance grants that are made available two rounds per year	4.3.1.04	Number of applications received Number of applications approved Total \$ amount granted Advertised twice annually	Leadership & Governance
L68	Encourage community individuals to apply for the David Bowler Memorial Award Scholarship	4.3.1.04	David Bowler Memorial Award Scholarship advertised annually Number of applications received	Leadership & Governance
L69	Utilise a directory of existing and proposed stakeholders and their purpose, to work better together	4.3.1.05	Stakeholder directory developed by 30 June 2019	Leadership & Governance
L70	Facilitate and participate in the Community Strategic Plan Round Table Committee	4.3.1.06	100% Adherence to Section 355 Committee Framework	Corporate Support
L71	Meet with the local State member	4.3.1.07	Number of meetings	Leadership & Governance
L72	Meet with the local Federal member	4.3.1.08	Number of meetings	Leadership & Governance
L73	Engage with the Minister of Local Government and other ministers	4.3.1.09	Number of engagements	Leadership & Governance
L74	Advocate on behalf of the community to improve or maintain community services	4.3.1.10	Number of representations	Leadership & Governance

4.3 We unite to succeed in Australia's First Heritage Listed City				
OP #	Action	Link to Delivery Program	Measure	Function
L75	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
L76	Review Communication and Community Engagement Strategy	4.4.1.01	Strategy reviewed by 30 June 2019	Customer Relations
L77	Ensure compliance with the Communication and Community Engagement Strategy	4.4.1.01	100% communication and community engagement activities align with strategy	Customer Relations
L78	Project specific Communication and Engagement Plans and Strategies are developed	4.4.1.02	Number of plans developed	Customer Relations
L79	A Corporate Brand and Style Guide is developed and implemented	4.4.1.02	Guide developed by 30 June 2019	Customer Relations
L80	The Customer Service Framework is reviewed annually	4.4.1.04	Framework reviewed by 30 June 2019	Customer Relations
L81	Participation in Local Government Week aimed at increasing community knowledge of Council's role within the community	4.4.1.05	Mayor For The Day conducted annually Two programs achieved annually	Leadership & Governance
L82	Easy to read and accessible information on Council services, financial position, asset management and other business is developed and made available to the community in a variety of formats	4.4.1.06	Fact sheets made available to the community by 30 June 2019	Customer Relations
L83	Presentations provided to community groups and associations about Council activities, projects, challenges and opportunities	4.4.1.07	Minimum of four presentations undertaken annually	Leadership & Governance

OPERATIONAL PLAN – BALANCED SCENARIO INCOME STATEMENT – OUR LEADERSHIP								
\$ '000	2019	2019	2019	2019	2019	2019	2019	2019
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Customer Relations	Asset Management	Operations Management	Buildings & Property
<b>Income from Continuing Operations</b>								
<b>Revenue:</b>								
Rates & annual charges	14,833	-	14,833	-	-	-	-	-
User charges & fees	228	-	30	-	-	-	198	-
Interest & investment revenue	1,148	-	1,148	-	-	-	-	-
Other revenues	161	-	110	30	-	-	21	-
Grants & contributions for operating purposes	4,242	-	4,242	-	-	-	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-	-	-
<b>Other Income:</b>	-	-						
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>20,612</b>	<b>-</b>	<b>20,363</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>219</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>								
Employee benefits & costs	7,247	554	2,030	2,086	389	890	993	306
Borrowing costs	588	-	588	0	-	-	-	-
Materials & contracts	1,310	26	152	887	-	61	105	78
Depreciation & amortisation	783	-	341	-	-	3	439	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	1,666	321	158	740	5	5	301	136
Net losses from disposal of assets	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>11,594</b>	<b>900</b>	<b>3,269</b>	<b>3,713</b>	<b>394</b>	<b>959</b>	<b>1,838</b>	<b>520</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>9,018</b>	<b>(900)</b>	<b>17,094</b>	<b>(3,683)</b>	<b>(394)</b>	<b>(959)</b>	<b>(1,619)</b>	<b>(520)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>9,018</b>	<b>(900)</b>	<b>17,094</b>	<b>(3,683)</b>	<b>(394)</b>	<b>(959)</b>	<b>(1,619)</b>	<b>(520)</b>

CAPITAL BUDGET – OUR LEADERSHIP						
Description	Grant Income/ Sales	Reserve Transfer	Expense	Net	New, Replacement/ Renewal, Upgrade	
Admin Building - Power Factor Correction Equipment	\$ -	\$ -	\$ 33,000.00	\$ 33,000.00	Renewal	
Multiple Sites - Patron counters	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00	Renewal	
Multiple Sites - Design and Engineering - Air-conditioning	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00	Renewal	
Multiple Sites - Design and Engineering - Energy Efficiency	\$ -	\$ -	\$ 30,000.00	\$ 30,000.00	Renewal	
Information Technology (Servers, Computers, Software)	\$ -	\$ -	\$ 137,000.00	\$ 137,000.00	Renewal	
<b>Total Our Leadership</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 260,000.00</b>	<b>\$ 260,000.00</b>		

# REVENUE

## REVENUE POLICY

### INTRODUCTION

Council's 2018/19 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 review of its 10 year Long Term Financial Plan (LTFP). The 2018/19 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.

2018/2019 FINANCIAL ESTIMATES

<b>OPERATIONAL PLAN – BALANCED SCENARIO</b>		
<b>INCOME STATEMENT</b>		
<b>\$ '000</b>	<b>2018</b>	<b>2019</b>
	<b>Adopted Budget</b>	<b>Proposed Budget</b>
<b>Income from Continuing Operations</b>		
<b>Revenue:</b>	1.0%	1.0%
Rates & annual charges	17,264	17,595
User charges & fees	3,462	3,880
Interest & investment revenue	1,015	1,182
Other revenues	504	490
Grants & contributions for operating purposes	6,363	6,138
Grants & contributions for capital purposes	3,639	1,826
<b>Other Income:</b>		
Net gains from disposal of assets	211	220
Net share of interests in joint ventures	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>32,458</b>	<b>31,331</b>
<b>Expenses from Continuing Operations</b>		
Employee benefits & costs	13,958	14,259
Borrowing costs	504	605
Materials & contracts	5,741	5,578
Depreciation & amortisation	6,431	6,902
Impairment	-	-
Other expenses	4,005	3,941
Net losses from disposal of assets	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>30,639</b>	<b>31,285</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>1,819</b>	<b>46</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(1,820)</b>	<b>(1,780)</b>
<b>Assumptions</b>		
Rate Peg	1.50%	2.30%
General Index	2.50%	2.50%
Employee Cost Index	2.50%	2.50%

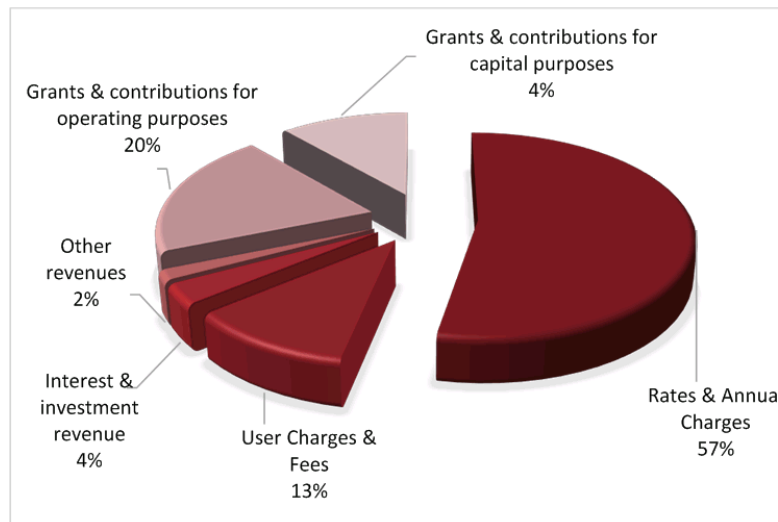
<b>OPERATIONAL PLAN – BALANCED SCENARIO</b>		
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>\$ '000</b>	<b>2018 Adopted Budget</b>	<b>2019 Proposed Budget</b>
<b>Assets</b>		
<b>Current Assets:</b>		
Cash & cash equivalents	9,266	8,202
Investments	15,000	15,000
Receivables	4,108	5,241
Inventories	81	83
Other	347	355
Non-current assets classified as 'held for sale'	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>28,802</b>	<b>28,881</b>
<b>Non-Current Assets:</b>		
Investments	-	-
Receivables	93	93
Inventories	-	-
Infrastructure, property, plant & equipment	247,801	219,181
Investments accounted for using the equity method	-	-
Investment property	-	-
Intangible assets	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>247,894</b>	<b>219,274</b>
<b>TOTAL ASSETS</b>	<b>276,696</b>	<b>248,155</b>
<b>Liabilities</b>		
<b>Current Liabilities:</b>		
Payables	2,844	2,915
Borrowings	783	591
Provisions	3,970	4,069
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,597</b>	<b>7,575</b>
<b>Non-Current Liabilities:</b>		
Payables	-	-
Borrowings	13,200	12,492
Provisions	2,015	10,701
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>15,215</b>	<b>23,193</b>
<b>TOTAL LIABILITIES</b>	<b>22,813</b>	<b>30,768</b>
<b>NET ASSETS</b>	<b>253,883</b>	<b>217,387</b>
<b>Equity</b>		
Retained earnings	119,487	106,258
Revaluation reserves	134,396	111,129
<b>Council equity interest</b>	<b>253,883</b>	<b>217,387</b>
<b>Non-controlling interest</b>		-
<b>TOTAL EQUITY</b>	<b>253,883</b>	<b>217,387</b>
<b>Assumptions</b>		
General Index	2.50%	2.50%

<b>OPERATIONAL PLAN – BALANCED SCENARIO</b>		
<b>STATEMENT OF CASH FLOWS</b>		
<b>\$ '000</b>	<b>2018</b>	<b>2019</b>
	<b>Adopted Budget</b>	<b>Proposed Budget</b>
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates & annual charges	16,746	17,068
User charges & fees	3,358	3,764
Investment & interest revenue received	503	693
Grants & contributions	9,702	7,725
Bonds, deposits & retention amounts received	-	-
Other	489	475
<b>Payments:</b>		
Employee benefits & costs	(13,539)	(13,831)
Materials & contracts	(5,569)	(5,410)
Borrowing costs	(504)	(605)
Bonds, deposits & retention amounts refunded	-	-
Other	(3,885)	(3,823)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>7,300</b>	<b>6,056</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts:</b>		
Sale of investment securities	-	-
Sale of infrastructure, property, plant & equipment	211	220
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
<b>Payments:</b>		
Purchase of investment securities	(15,000)	-
Purchase of infrastructure, property, plant & equipment	(9,760)	(9,214)
Deferred debtors & advances made	-	-
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>	<b>(24,549)</b>	<b>(8,994)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts:</b>		
Proceeds from borrowings & advances	10,000	-
<b>Payments:</b>		
Repayment of borrowings & advances	(783)	(628)
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>	<b>9,217</b>	<b>(628)</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>	<b>(8,032)</b>	<b>(3,566)</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>	<b>19,800</b>	<b>11,768</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>11,768</b>	<b>8,202</b>
<b>Assumptions</b>		
Rates & charges recovery rate	97.00%	97.00%
Debtor recovery rate	97.00%	97.00%



## **SOURCES OF REVENUE**

Council's revenue is mainly sourced from Rates and Annual Charges (57%), with Operating Grants (20%) and User Charges and Fees (13%) being other key revenue items.



## **RATE REVENUE**

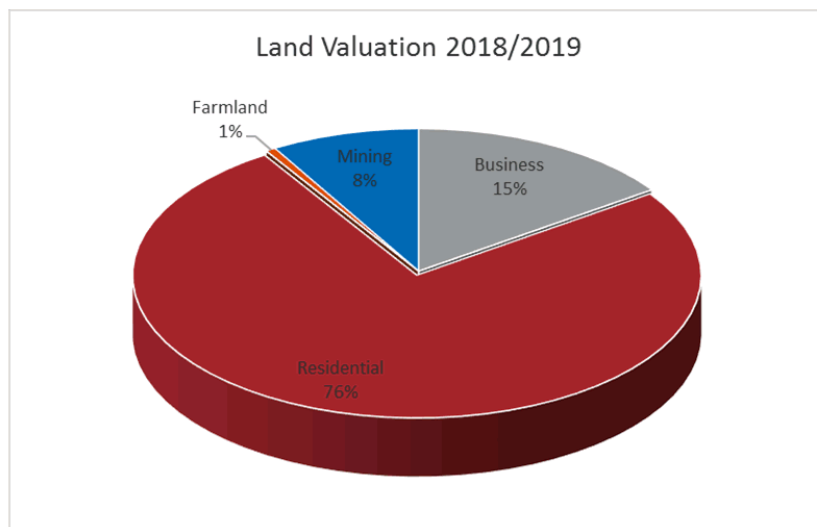
Rates are budgeted to increase by the full 2.3% rate peg amount in the 2018/19 year. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

Council is proposing to increase rates by the full amount of the rate peg, which will increase total rate revenue by approximately \$0.35m.

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 fourth year of this strategy. A recent report from T-Corp and the Office of Local Government commend Council and strongly recommend that this proactive approach of mitigating the potential risk of the reduction or cessation 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 15% of the total rates of \$15.38m 14%, with the re-distributed rates to be allocated to the residential rating category.

The reduction in mining rates from 15% to 14%, will see that sector pay \$2.1m, whilst residential properties will pay \$9.66 (63% of total rates) and businesses \$3.55m (23%).

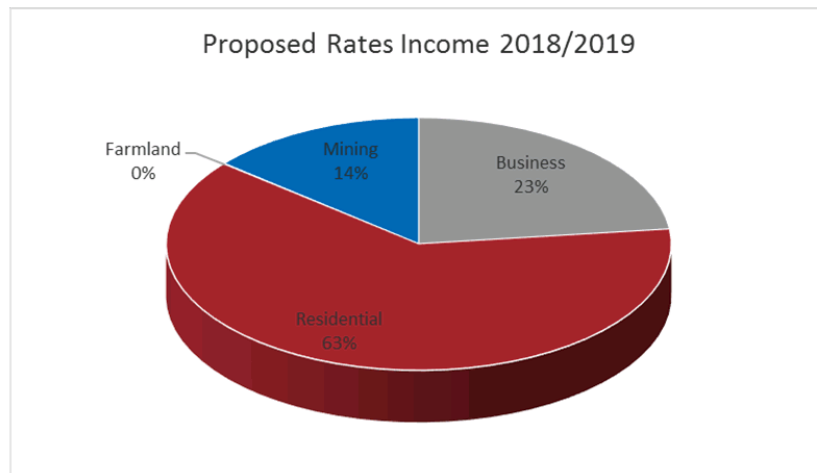


Rating Category	Land Value 2018/19	Total Property Count (2018/19)	2018/19 Financial Year				
			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income
Business	\$39,002,900	625	\$849	\$530,625	0.07709528	\$3,006,940	\$3,537,565
Residential	\$192,102,230	9423	\$501	\$4,720,923	0.02558583	\$4,915,096	\$9,636,019
Residential 1(a)	\$233,350	9	\$413	\$3,717	0.01656592	\$3,866	\$7,583
Residential Rural	\$1,086,200	12	\$433	\$5,196	0.00498961	\$5,420	\$10,616
Farmland	\$1,446,500	5	\$637	\$3,185	0.00513703	\$7,431	\$10,616
Mining	\$21,600,000	2	\$0	\$0	0.09968983	\$2,153,300	\$2,153,300
Mixed Development Business	\$184,795	5	\$849	\$4,245	0.07709528	\$13,953	\$18,198
Mixed Development Residual	\$170,505	5	\$501	\$2,505	0.02558583	\$3,561	\$6,066
<b>Totals</b>	<b>\$255,826,480</b>	<b>10,086</b>		<b>\$5,270,396</b>		<b>\$10,109,566</b>	<b>\$15,379,962</b>

This is the fifth 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 total rates from the mining category to the 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 apportioning 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.



## **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 2018/2019, the proposed charge is \$266 per service and the administration fee is \$45 per each serviceable property. The domestic waste user charge is expected to generate \$2.51m and the administration fee \$0.43m, for a combined total of \$2.94m.

Charge	2017/18	2018/19	Increase %	Total Income
Domestic waste usage charge	\$258	\$266	3.2%	\$2.51m
Domestic waste administration fee	\$44	\$45	3.2%	\$0.43m

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 2018/2019, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$395 or one x 600 litre bin will be set at \$363 per property per annum, which is expected to generate \$167,000. An additional MGB service will be charged at \$140 per annum and an additional 600 litre bin at \$363.

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 2018/2019.

## DEBT

### DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2019 is expected to be \$13.08m.

Council has borrowed funds for the following key projects:

- Road Projects \$1.5m
- Regional Aquatic Centre \$2.5m
- Broken Hill Airport \$0.5m
- Information Technology \$1m
- Art Gallery Storage \$0.573m
- Infrastructure Renewal \$10m

These loans have loan terms spanning 2-20 years with variable or fixed interest rates of between 2.90% - 8.43% per annum.

## ANNEXURE 1

### SCHEDULE OF FEES & CHARGES 2018/2019



[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)



DRAFT SCHEDULE OF  
FEES AND CHARGES  
2018/2019

**BROKEN HILL**  
CITY COUNCIL

AUSTRALIA'S FIRST  
HERITAGE LISTED CITY



QUALITY CONTROL		
TRIM REFERENCES	D18/9900	
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	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	
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	July 2019	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	<a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>	
DATE	ACTION	MINUTE NO.
26 April 2018	Public Exhibition	
27 June 2018	Adopted by Council	
NOTES	Images sourced from Council's Image Library	
	© Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan	
	Long Term Financial Plan 2018-2027	
	Delivery Program 2017-2021	
	Disability Inclusion Action Plan 2017-2021	
	Operational Plan 2018/2019	



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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.

<b>Pricing Policy</b>	
The following pricing principles have been used by Council as a guide in setting charges. These pricing principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2018/2019.	
<b>Pricing Principles and Basis Used by Council</b>	
<b>Pricing Principle</b>	<b>Pricing Basis</b>
1. 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
2. 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
3. Market Price – Services that Council operates in a commercial market	Market Price
4. Statutory – Charges set by Federal and State Government	Statutory
5. Third Party – Services provided by another service provider apart from Council	Third Party

<b>Application of Pricing Principles to Goods and Services</b>		
<b>Service</b>	<b>Principle</b>	<b>Basis of Cost</b>
Access to Information - Government Information (Public Access) Act 2009 (GIPA ACT)	Statutory	Statutory
Admission Fees:  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	Partial Cost Recovery (except in 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%

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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
<b>KEY DIRECTION 1- OUR COMMUNITY</b>						
<b>LIBRARY SERVICES</b>						
<b>Charles Rasp Memorial Library</b>						
1	Public computers	Community services	Each	No Charge	\$ -	No Charge
2	Internet usage	Community services	Each	No Charge	\$ -	No Charge
3	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	\$ 22.73	\$ 2.27	\$ 25.00
4	Photographic reproductions - black and white (various sizes) varies from (\$5.00 to \$50.00 plus GST)	Cost recovery	Each	POA	10%	POA
5	Visitor membership - refundable deposit	Cost recovery	Each	\$ 18.18	\$ 1.82	\$ 20.00
6	Visitor membership - administration fee	Cost recovery	Each	\$ 4.55	\$ 0.45	\$ 5.00
7	Replacement of lost books	Cost recovery	Each	Actual Cost	10%	Actual Cost
8	Replacement DVD/CD case	Cost recovery	Each	\$ 4.55	\$ 0.45	\$ 5.00
9	Replacement talking book case	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
10	Replacement Library card	Cost recovery	Each	\$ 2.73	\$ 0.27	\$ 3.00
11	Historical booklets	Cost recovery	Each	Upon Application	10%	Upon Application
12	Sale of books	Cost recovery	Each	\$0.20 - \$20.00	10%	\$0.20 - \$20.00
13	Computer printout - cemetery record	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
14	Photocopying (A4 - black and white) - self service	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
15	Photocopying (A4 - colour) - self service	Cost recovery	Per page	\$ 1.36	\$ 0.14	\$ 1.50
16	Photocopying (A3 - black and white) - self service	Cost recovery	Per page	\$ 0.36	\$ 0.04	\$ 0.40
17	Photocopying - (A3 - colour) - self service	Cost recovery	Per page	\$ 1.82	\$ 0.18	\$ 2.00
18	Scanning - self service	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
19	Microfiche/film reader - printout	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
20	Facsimile - receiving or sending - first page	Cost recovery	Per page	\$ 1.82	\$ 0.18	\$ 2.00
21	Facsimile - receiving or sending - after first page	Cost recovery	Per page	\$ 0.18	\$ 0.02	\$ 0.20
22	Inter library loans (ILL) - fees charged by other library + actual postage - except for special needs services of State Library which are free eg foreign languages boxes, textile books.	Cost recovery	Per item	POA	10%	POA
23	Meeting room hire	Community services	Per day	\$ 50.00	\$ 5.00	\$ 55.00
24	Events and workshops	Community services	Per event	POA	10%	POA

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
25	3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing	Cost recovery	Per 60 Minutes	\$9.09	\$ 0.91	\$ 10.00
26	3-D printing - each additional hour	Cost recovery	Per 10 Minutes	\$3.64	\$ 0.36	\$ 4.00
<b>ROADS</b>						
<b>Permits – Road / Footpath</b>						
27	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	\$100.00 plus Restoration fee	\$ -	\$100.00 plus Restoration fee
28	Permit fee (Heavy Vehicle National Law)	Statutory	Each	\$ 70.00	\$ -	\$ 70.00
29	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	\$25.00 plus Restoration Fee	\$ -	\$25.00 plus Restoration Fee
30	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	\$ -	\$ -	\$128.00 plus Restoration Fee
31	Administration fee - cost recovery street closures	Cost recovery	Each	\$ 222.73	\$ 22.27	\$ 245.00
32	Install road closures for cost recovery functions	Cost recovery	Each	By quotation	10%	By quotation
33	Heavy vehicle/over size limit permit	Cost recovery	Each	By quotation	10%	By quotation
34	Deposit materials on footpaths	Cost recovery	Sq. m	By quotation	10%	By quotation
35	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m <sup>2</sup>	Private	Each	\$ 81.82	\$ 8.18	\$ 90.00
36	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m <sup>2</sup>	Private	Each plus m <sup>2</sup>	\$ -	\$ -	\$89.00 Plus \$10.00 per additional m2
37	Construction of paving on public footways by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	\$ 86.36	\$ 8.64	\$ 95.00
38	Application for suspension of liquor free zone	Community Services	Each	\$ 109.09	\$ 10.91	\$ 120.00
<b>Restoration Bond Fees (in addition to Permit Fee)</b>						
39	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
40	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
41	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq. m	By quotation	10%	By quotation

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
42	Footpath/nature strip (min 1m <sup>2</sup> ) - asphalt/hot mix	Cost recovery	Sq. m	By quotation	10%	By quotation
43	Footpath/nature strip (min 1m <sup>2</sup> ) - plain concrete up to 100mm	Cost recovery	Sq. m	By quotation	10%	By quotation
44	Footpath/nature strip (min 1m <sup>2</sup> ) - plain concrete over 100mm	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
45	Footpath/nature strip (min 1m <sup>2</sup> ) - pavers on concrete base	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
46	Footpath/nature strip (min 1m <sup>2</sup> ) - pavers on all other bases	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
47	Footpath/nature strip (Min 1m <sup>2</sup> ) - grass/earth	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
48	Footpath/nature strip (min 1m <sup>2</sup> ) - turf	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
49	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
50	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only.	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
51	Driveways - concrete 120mm	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
52	Driveways - concrete 200mm	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
53	Kerb and gutter including laybacks	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
54	Saw cutting (road or footpath)	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
55	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq. m	By quotation	10%	By quotation
56	Road carriageway and shoulders - asphalt seal and roadbase	Cost recovery	Sq. m	By quotation	10%	By quotation
57	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq. m	By quotation	10%	By quotation
58	Road carriageway and shoulders - bitumen seal and roadbase pavement	Cost recovery	Sq. m	By quotation	10%	By quotation
59	Road carriageway and shoulders - roadbase pavement with no seal	Cost recovery	Sq. m	By quotation	10%	By quotation
60	Road surfacing (reinstatements only) jet patching (min 1m <sup>2</sup> )	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
61	Road surfacing (reinstatements only) emulsion spraying - hand lance (min 10m <sup>2</sup> )	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
62	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m <sup>2</sup> )	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
63	Unsealed road grading and maintenance	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
64	Road - Linemarking	Cost recovery	m <sup>2</sup>	By quotation	10%	By quotation
<b>Traffic Control</b>						
65	Abandoned vehicles - towing	Market price	Each	Actual Cost plus 30%	10%	Actual Cost plus 30%
66	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	\$ 15.00	\$ -	\$ 15.00
67	Abandoned vehicles - administration fee	Cost recovery	Each	\$ 237.15	\$ 23.71	\$ 260.86
68	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	\$ 100.00	\$ 10.00	\$ 110.00
69	Equipment for public functions/events - erection and removal of traffic control devices	Cost recovery	Each	By quotation	10%	By quotation
70	Design of traffic control plans - consultation, site inspection and drafting	Cost recovery	Plan	\$ 241.80	\$ 24.18	\$ 265.98
71	Hire of traffic controllers	Cost recovery	Hour	\$ 55.80	\$ 5.58	\$ 61.38
72	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	\$ 16.74	\$ 1.67	\$18.00 plus \$50.00 refundable bond
<b>BUILDINGS AND PROPERTY</b>						
<b>Hire Fees – Parks</b>						
73	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
74	Sturt Park Rotunda - casual community hire (rotunda) eg wedding ceremonies and pageants	Cost recovery	Event	\$ 150.00	\$ 15.00	\$ 165.00
75	Sturt Park Rotunda - business and private function hire (Rotunda) no entry fees	Cost recovery	Event	\$ 250.00	\$ 25.00	\$ 275.00
76	Sturt Park playground BBQ area including adjacent table setting - half day (up to four hours) casual community hire only	Cost recovery	Half Day	\$ 30.00	\$ 3.00	\$ 33.00
77	Sturt Park Playground BBQ area including adjacent table setting - full day - casual community hire only	Cost recovery	Day	\$ 50.00	\$ 5.00	\$ 55.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
78	Sturt Park Playground undercover seating area - half day (up to four hours) casual community hire only	Cost recovery	Half Day	\$ 25.00	\$ 2.50	\$ 27.50
79	Sturt Park Playground undercover seating area - full day - casual community hire only	Cost recovery	Day	\$ 40.00	\$ 4.00	\$ 44.00
80	Sturt Park Playground open space area, near Beryl Street - half day (up to four hours) - casual community hire only	Cost recovery	Half Day	\$ 35.00	\$ 3.50	\$ 38.50
81	Sturt Park Playground open space area - near Beryl Street - full day - casual community hire only	Cost recovery	Day	\$ 60.00	\$ 6.00	\$ 66.00
82	Park - key deposit (refundable)	Cost recovery	Each	\$ 35.00	-	\$ 35.00
83	Duke of Cornwall Park - tennis court - day rate per court	Cost recovery	Hour	\$ 10.00	\$ 1.00	\$ 11.00
84	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	\$ 14.55	\$ 1.45	\$ 16.00
<b>Hire Fees - Town Square</b>						
85	Town Square hire fee	Cost recovery	Per day	\$ 72.72	\$ 7.27	\$ 80.00
86	Town Square key deposit (refundable)	Cost recovery	Each	\$ 35.00	-	\$ 35.00
<b>Hire Fees - Halls</b>						
87	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	\$ 70.91	\$ 7.09	\$ 78.00
88	Aged Persons Rest Centre hire - full day	Cost recovery	Day	\$ 140.91	\$ 14.09	\$ 155.00
89	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	\$ 20.00	\$ 2.00	\$ 22.00
90	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	\$ 47.27	\$ 4.73	\$ 52.00
91	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	\$ 94.55	\$ 9.45	\$ 104.00
<b>Casual Hiring - Risk Assessment Administrative Fee</b>						
92	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
<b>BUILDINGS AND PROPERTY</b>						
<b>Cemetery</b>						
93	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	\$ 677.27	\$ 67.73	\$ 745.00
94	Exclusive right and work permit (spare plot)	Cost recovery	Each	\$ 677.27	\$ 67.73	\$ 745.00
95	Exclusive right restoration of old graves (includes work permit) - graves older than 40 years	Cost recovery	Each	\$ 254.55	\$ 25.45	\$ 280.00
96	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,036.36	\$ 103.64	\$ 1,140.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
97	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 327.27	\$ 32.73	\$ 360.00
98	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 plot	Cost recovery	Subsequent after the first	\$ 163.63	\$ 16.36	\$ 180.00
99	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 327.27	\$ 32.73	\$ 360.00
100	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	\$ 454.54	\$ 45.45	\$ 500.00
101	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	\$ 227.27	\$ 22.73	\$ 250.00
102	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,545.46	\$ 154.55	\$ 1,700.00
103	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 454.55	\$ 45.45	\$ 500.00
104	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot	Cost recovery	Subsequent after the first	\$ 227.27	\$ 22.73	\$ 250.00
105	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 454.55	\$ 45.45	\$ 500.00
106	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	\$ 636.36	\$ 63.64	\$ 700.00
107	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	\$ 318.18	\$ 31.82	\$ 350.00
108	Outside interment hours interment of casket - additional fee	Cost recovery	Each	\$ 781.82	\$ 78.18	\$ 860.00
109	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	\$ 436.36	\$ 43.64	\$ 480.00
110	Oversize plot requested - additional fee	Cost recovery	Each	\$ 195.46	\$ 19.55	\$ 215.00
111	Pre-selected spare grave - additional fee	Cost recovery	Each	\$ 131.82	\$ 13.18	\$ 145.00
112	Pre-selected spare niche - additional fee	Cost recovery	Each	\$ 131.82	\$ 13.18	\$ 145.00
113	Reopen - slab removal for casket	Cost recovery	Each	\$ 331.82	\$ 33.18	\$ 365.00
114	Reopen - slab removal for ashes	Cost recovery	Each	\$ 163.63	\$ 16.36	\$ 180.00
115	Vault reopen	Cost recovery	Each	\$ 322.72	\$ 32.27	\$ 355.00
116	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	\$ 163.63	\$ 16.36	\$ 180.00
117	Relocation within cemetery/exhumation	Cost recovery	Hour	\$ 404.55	\$ 40.45	\$ 445.00
118	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour	\$ 404.55	\$ 40.45	\$ 445.00
119	Late interment notice for next day interment (Mon – Fri after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	\$ 186.36	\$ 18.64	\$ 205.00
120	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	\$ 54.55	\$ 5.45	\$ 60.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
<b>PARKS AND RECREATIONAL FACILITIES</b>						
<b>Section 355 Community Committees</b>						
<b>Alma Oval</b>						
121	Alma Oval - day hire (set by S355 Committee)	Third party	Day	(Set by S355 Committee)	10%	(Set by S355 Committee)
122	Alma Oval - season hire (set by S355 Committee)	Third party	Season	(Set by S355 Committee)	10%	(Set by S355 Committee)
123	Alma Oval - with canteen	Third party	Day	\$ 190.74	\$ 19.07	\$ 210.00
124	Alma Oval - without canteen	Third party	Day	\$ 163.85	\$ 16.39	\$ 180.00
125	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	\$ 49.80	\$ 4.98	\$ 55.00
126	Alma Public School	Third party	Year	\$ 418.01	\$ 41.80	\$ 460.00
127	Broken Hill Football League	Third party	Year	\$ 738.18	\$ 73.82	\$ 812.00
128	Broken Hill Cricket League	Third party	Game	\$ -	\$ -	20% of gate takings or \$55.00 which ever is greater
129	South Football Club	Third party	Year	\$ 1,403.64	\$ 140.36	\$ 1,544.00
<b>Bill Renfrew Sportsground</b>						
130	West Football Club	Third party	Year	\$ 636.37	\$ 63.64	\$ 700.00
131	Broken Hill All Breeds Obedience Dog Club	Third party	Year	\$ 386.36	\$ 38.64	\$ 425.00
132	West Cricket Club	Third party	Year	\$ 322.72	\$ 32.27	\$ 355.00
133	Other organisations/groups	Third party	Day	\$ 59.09	\$ 5.91	\$ 65.00
<b>ET Lamb Memorial Oval</b>						
134	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	\$ 181.82	\$ 18.18	\$ 200.00
135	Softball club - training (once per week)	Third party	Season	\$ 77.27	\$ 7.73	\$ 85.00
136	Soccer club - training (once per week)	Third party	Season	\$ 77.27	\$ 7.73	\$ 85.00
137	Primary hardball cricket	Third party	Game	\$ 13.64	\$ 1.36	\$ 15.00
138	Country Rugby League - junior training	Third party	Season	\$ 250.00	\$ 25.00	\$ 275.00
139	Country Rugby League - senior training	Third party	Season	\$ 300.00	\$ 30.00	\$ 330.00
140	Country Rugby League - juniors competition	Third party	Game	\$ 14.54	\$ 1.45	\$ 16.00
141	Country Rugby League - seniors competition	Third party	Game	\$ 29.09	\$ 2.91	\$ 32.00
<b>Memorial Oval</b>						
142	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	\$ 290.91	\$ 29.09	\$ 320.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
143	Broken Hill Harness Racing Club - race meetings	Third party	Night	\$ 881.81	\$ 88.18	\$ 970.00
144	Trials --day	Third party	Each	\$ 104.55	\$ 10.45	\$ 115.00
145	Trials - night	Third party	Each	\$ 240.91	\$ 24.09	\$ 265.00
146	Broken Hill Football League	Third party	Year	\$ 727.27	\$ 72.73	\$ 800.00
147	Central Football Club (power additional)	Third party	Year	\$ 2,245.46	\$ 224.55	\$ 2,470.00
148	Combined dog clubs	Third party	Day	\$ 186.36	\$ 18.64	\$ 205.00
149	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	\$ 159.09	\$ 15.91	\$ 175.00
150	SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	\$ 790.91	\$ 79.09	\$ 870.00
<b>SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)</b>						
151	Casual hire	Third party	Each	Set by S355 Committee	10%	Set by S355 Committee
152	School carnivals - full day	Third party	Day	\$ 181.81	\$ 18.18	\$ 200.00
153	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	\$ 122.73	\$ 12.27	\$ 135.00
154	Community events hire (no tickets or entry fees)	Third party	Day	\$ 300.00	\$ 30.00	\$ 330.00
155	Commercial events hire (tickets and entry fees applicable)	Third party	Day	\$800 Hire fee + 5% of ticket takings	\$ 80.00	\$880 Hire fee + 5% of ticket takings
156	Events bond (applicable to both community and commercial events)	Cost recovery	event	By quotation		By quotation
154	Memorial Oval - advertising	Cost recovery	Each/ per year	\$ 572.72	\$ 57.27	\$ 630.00
<b>Norm Fox Sporting Complex</b>						
155	Barrier District Cricket League	Third party	Year	\$ 654.55	\$ 65.45	\$ 720.00
156	Senior and junior baseball (% of power additional)	Third party	Year	\$ 909.09	\$ 90.91	\$ 1,000.00
157	Hockey (% of power additional)	Third party	Year	\$ 909.09	\$ 90.91	\$ 1,000.00
158	Primary hardball	Third party	Year	\$ 654.55	\$ 65.45	\$ 720.00
159	Schools hire fee	Third party	Person	\$ 2.73	\$ 0.27	\$ 3.00
160	Special events – oval hire	Third party	Day	\$ 81.82	\$ 8.18	\$ 90.00
161	Special events – oval and clubrooms	Third party	Day	\$ 231.82	\$ 23.18	\$ 255.00
162	Special events – juniors	Third party	Person	\$ 2.73	\$ 0.27	\$ 3.00
163	Teams training on oval (two hours one day/week/season)	Third party	Season	\$ 386.36	\$ 38.64	\$ 425.00
164	Bond - all organisations (refundable)	Third party	Season	\$ 104.55	\$ 10.45	\$ 115.00
<b>Picton Sportsground</b>						
165	Oval - day hire (set by S355 Committee)	Third party	Day	Set by S355 Committee	10%	Set by S355 Committee

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
166	Season hire (set by S355 Committee)	Third party	Season	Set by S355 Committee	10%	Set by S355 Committee
<b>BIU Band Hall/Soccer Complex</b>						
167	Broken Hill Soccer Association Inc	Third party	Year	\$ 604.54	\$ 60.45	\$ 665.00
168	BIU Band Inc	Third party	Year	\$ 604.54	\$ 60.45	\$ 665.00
169	Broken Hill Civic Orchestra	Third party	Night	\$ 31.82	\$ 3.18	\$ 35.00
170	Hire fee (9am - 12pm)	Third party	Each	\$ 318.18	\$ 31.82	\$ 350.00
171	Deposit (refundable)	Third party	Each	\$ 115.00	-	\$ 115.00
172	Hire fee - prior day access (minimum two hours)	Third party	Hour	\$ 27.27	\$ 2.73	\$ 30.00
<b>KEY DIRECTION 2 - OUR ECONOMY</b>						
<b>TOURISM</b>						
<b>Visitor Information Centre</b>						
<b>Fees for Service Partners</b>						
173	Vehicle wash bay	Market price	Each	\$ 13.64	\$ 1.36	\$ 15.00
174	Showers (per shower)	Market price	Person	\$ 4.55	\$ 0.45	\$ 5.00
175	Signage - display board (per sign) - large	Market price	Year	\$ 668.18	\$ 66.82	\$ 735.00
176	Signage - display board (per sign) - small	Market price	Year	\$ 227.27	\$ 22.73	\$ 250.00
177	Sales commission (accommodations, tours and attractions)	Market price	Sales	12% Commission on sales		12% Commission on sales
178	Signage - highway bay (per sign)	Market price	Year	\$ 195.45	\$ 19.55	\$ 215.00
179	Signage - display board (per sign) - banner	Market price	Year	\$ 431.82	\$ 43.18	\$ 475.00
<b>Film Broken Hill</b>						
180	Traffic management plan (per plan per location)	Cost recovery	Each	\$ 236.36	\$ 23.64	\$ 260.00
181	Film permit – road closures	Cost recovery	Each	\$ 650.00	\$ 65.00	\$ 715.00
<b>EVENTS AND CONFERENCES</b>						
<b>Civic Centre</b>						
182	Organised conference - full package	Market price	Each	\$ -	10%	\$ -
183	Full Civic Centre hire	Market price	8am - 12am	\$ 2,000.00	\$ 200.00	\$ 2,200.00
184	Auditorium per day	Market price	8am - 12am	\$ 1,200.00	\$ 120.00	\$ 1,320.00
185	Auditorium half hall per day	Market price	8am - 12am	\$ 600.00	\$ 60.00	\$ 660.00
186	Auditorium per hour	Market price	Hour	\$ 163.64	\$ 16.36	\$ 180.00
187	Auditorium half hall per hour	Market price	8am - 12am	\$ 150.00	\$ 15.00	\$ 165.00
188	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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
189	Auditorium half per day - Government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 420.00	\$ 42.00	\$ 462.00
190	Auditorium per hour - Government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 140.00	\$ 14.00	\$ 154.00
191	Auditorium half per hour - Government, community, charity, schools and not for profit (includes one staff member)	Market price	8am - 12am	\$ 105.00	\$ 10.50	\$ 115.50
192	Ground floor function room one (Chips Rafferty room) per hour	Market price	8am - 12am	\$ 150.00	\$ 15.00	\$ 165.00
193	Ground floor foyer only	Market price	Per day (or part thereof) 8am - 12am	\$ 250.00	\$ 25.00	\$ 275.00
194	Administration office	Market price	Per day - 8am - 6pm	\$ 100.00	\$ 10.00	\$ 110.00
195	Full second floor day rate	Market price	8am - 12am	\$ 727.27	\$ 72.73	\$ 800.00
196	Function room 2 or 3	Market price	Per day - 8am - 6pm	\$ 254.54	\$ 25.45	\$ 280.00
197	Function room 2 or 3	Market price	8am - 12am	\$ 145.45	\$ 14.55	\$ 160.00
198	Upstairs lounge hourly rate	Market price	8am - 12am	\$ 227.27	\$ 22.73	\$ 250.00
199	Change rooms	Market price	Per room	\$ 18.18	\$ 1.82	\$ 20.00
200	Kitchen	Market price	Per day - 8am - 12am	\$ 231.82	\$ 23.18	\$ 255.00
201	Public holiday/weekend/night (6pm - 12am) surcharge	Market price	Per hire fee	25% Surcharge		25% Surcharge
202	Deposit to secure booking	Market price	Each	25% of Quote		25% of Quote
203	Functions extending beyond contracted finishing time (hourly fee plus labour cost and gst)	Market price	Hour	\$ 300.00	\$ 30.00	\$ 330.00
204	Additional staff (per staff member)	Market price	Hour	\$ 51.82	\$ 5.18	\$ 57.00
205	Additional staff (per staff member) Saturday, Sunday, public holidays	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
206	Excess cleaning charge - Monday - Friday - 8am-6pm	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
207	Excess cleaning charge Saturday, Sunday, public holidays	Market price	Hour	\$ 104.55	\$ 10.45	\$ 115.00
208	Additional technical staff - Monday - Friday	Market price	Hour	\$ 81.82	\$ 8.18	\$ 90.00
209	Additional technical staff Saturday, Sunday, public holidays	Market price	Hour	\$ 113.64	\$ 11.36	\$ 125.00
210	Setup outside venue	Market price	Hour	\$ 51.82	\$ 5.18	\$ 57.00
211	Setup outside venue (outside business hours)	Market price	Hour	\$ 72.73	\$ 7.27	\$ 80.00
212	Ticket commission	Market price	Ticket	10% of ticket price		10% of ticket price
213	Merchandise sales	Market price	Event	10% Gross		10% Gross

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
214	Civic centre bar - commercial	Market price	Per event	100% sales to Civic Centre		100% sales to Civic Centre
215	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
216	Breakages	Market price	Each	Actual Cost		Actual Cost
217	Lighting gels (remain property of BHCC)	Market price	Per item	50% cost		50% cost
218	Testing and tagging of equipment	Market price	Per item	\$ 9.09	\$ 0.91	\$ 10.00
219	Three phase power - external connection only	Market price	Per day	\$ 50.00	\$ 5.00	At cost + 12.5%
220	Laptop computer	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
221	Data projector and screen - portable only	Market price	Per day	\$ 50.00	\$ 5.00	\$ 55.00
222	Special external equipment hire (includes administration fee)	Market price	Per event	Actual Cost plus 12.5%		Actual Cost plus 12.5%
223	Streaming/data upload	Market price	Per day	\$ 90.91	\$ 9.09	\$ 100.00
224	Civic Centre teleconferencing	Market price	Hour	\$ 50.00	\$ 5.00	\$ 55.00
225	Smoke machine	Market price	Session	\$ 40.91	\$ 4.09	\$ 45.00
226	Steinway piano	Market price	Booking	\$ 250.00	\$ 25.00	\$ 275.00
227	Tea and coffee service (continuous)	Cost recovery	Per head	\$ 5.45	\$ 0.55	\$ 6.00
228	Tea, coffee and biscuits (continuous)	Cost recovery	Per head	\$ 7.27	\$ 0.73	\$ 8.00
229	Tea, coffee, orange juice and biscuits (continuous)	Cost recovery	Per head	\$ 9.09	\$ 0.91	\$ 10.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
<b>AIRPORT</b>						
<b>Airport Operations</b>						
Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities.						
230	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)
Aviation including but not limited to commercial Cost Recovery or charitable, but excluding RPT operators in general, that utilise general airport facilities						
231	Up to 2500kg maximum takeoff weight (MTOW) - account	Cost recovery	Landing	\$ 18.18	\$ 1.82	\$ 20.00
232	2501kg to 3500kg MTOW - account	Cost recovery	Landing	\$ 31.82	\$ 3.18	\$ 35.00
233	3501kg to 5000kg MTOW - account	Cost recovery	Landing	\$ 63.64	\$ 6.36	\$ 70.00
234	5001kg to 7000kg MTOW - account	Cost recovery	Landing	\$ 122.73	\$ 12.27	\$ 135.00
235	7001kg to 11000kg MTOW - account	Cost recovery	Tonne	\$ 24.55	\$ 2.45	\$ 27.00
236	11001kg to 15000kg MTOW - account	Cost recovery	Tonne	\$ 27.27	\$ 2.73	\$ 30.00
237	15001kg to 40000kg MTOW	Cost recovery	Tonne	\$ 36.36	\$ 3.64	\$ 40.00
238	40001kg plus MTOW	Cost recovery	Tonne	\$ 45.45	\$ 4.55	\$ 50.00
239	Military aircraft	Cost recovery	Tonne	\$ 9.09	\$ 0.91	\$ 10.00
240	Military helicopters	Cost recovery	Landing	\$ 4.55	\$ 0.45	\$ 5.00
241	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community services	Landing	33% of Fee	10%	33% of Fee
242	Operator offering pilot training as major part of operation	Community services	Landing	33% of Fee	10%	33% of Fee

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (Inc GST)
243	Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community services	Three landings	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day	10%	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day
244	Aircraft deployed by Emergency Services responding to emergency	Community services	Landing	No Charge	10%	No Charge
245	Hire of pilots meeting room (minimum for two hours)	Community services	Hour	\$ 27.27	\$ 2.73	\$ 30.00
246	Airport reporting officer supervision airside	Cost recovery	Hour	\$ 109.09	\$ 10.91	\$ 120.00
247	Airport reporting officer supervision airside outside normal operating hours, weekends public holidays	Cost recovery	Hour	\$ 218.18	\$ 21.82	\$ 240.00
248	Royal Flying Doctor Service	Community services	Landing	\$ 63.64	\$ 6.36	\$ 70.00
<b>Aircraft Parking Area</b>						
249	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	\$ 40.91	\$ 4.09	\$ 45.00
250	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	\$ 68.18	\$ 6.82	\$ 75.00
<b>Car Parking Hire (Secure car park)</b>						
251	Permanent space (per space)	Cost recovery	Month	\$ 59.09	\$ 5.91	\$ 65.00
252	Casual space (per space)	Cost recovery	Day	\$ 9.09	\$ 0.91	\$ 10.00
<b>Car Parking (Unsecured parking in Public car park)</b>						
253	Permanent space	Cost recovery	Month	\$ 45.45	\$ 4.55	\$ 50.00
254	Casual space	Cost recovery	Day	\$ 7.27	\$ 0.73	\$ 8.00
<b>Airport Terminal Building Advertising - External (Must be tourism linked)</b>						
255	Signage 2.4m x 1.2m	Cost recovery	Year	\$ 727.27	\$ 72.73	\$ 800.00
<b>KEY DIRECTION 3 - OUR ENVIRONMENT</b>						
<b>LIVING DESERT: THE JOHN SIMONS FLORA AND FAUNA SANCTUARY AND SCULPTURE SITE</b>						
<b>General Admission</b>						
256	Adult (each)	Cost recovery	Per visit	\$ 5.45	\$ 0.55	\$ 6.00
257	Concession (pensioners, student, seniors card, groups)	Community services	Per visit	\$ 5.45	\$ 0.55	\$ 6.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
258	Child under 5 years	Community services	Per visit	No Charge	\$ -	No Charge
259	Family with children	Cost recovery	Per visit	\$ 20.00	\$ 2.00	\$ 22.00
<b>Annual Passes</b>						
260	Residents pass (each adult)	Cost recovery	Per person per year	\$ 20.00	\$ 2.00	\$ 22.00
261	Residents pass - concession (each)	Community services	Per person per year	\$ 16.36	\$ 1.64	\$ 18.00
<b>Primitive Camping</b>						
262	Site fee - adult (each) per night	Cost recovery	Person	\$ 9.09	\$ 0.91	\$ 10.00
263	Site fee - child under 16 years (each) per night	Community services	Person	\$ 4.55	\$ 0.46	\$ 5.00
264	Entry device deposit (refundable)	Cost recovery	Each	\$ 45.45	\$ 4.55	\$ 50.00
<b>Function Hire</b>						
265	Up to 100 persons	Cost recovery	Function	\$ 104.55	\$ 10.45	\$ 115.00
266	101 - 250 persons	Cost recovery	Function	\$ 259.09	\$ 25.91	\$ 285.00
267	251 persons and above	Cost recovery	Function	\$ 513.64	\$ 51.36	\$ 565.00
268	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	\$ 5.45	\$ 60.00
<b>WILLYAMA COMMON</b>						
<b>Pounding and Impounding</b>						
269	Driving fee	Cost recovery	Beast	\$ 20.00	\$ -	\$ 20.00
270	Impoundment fee	Cost recovery	Beast	\$ 30.00	\$ -	\$ 30.00
271	Release fee	Cost recovery	Beast	\$ 30.00	\$ -	\$ 30.00
272	Deterrent fee	Cost recovery	Beast	\$ 40.00	\$ -	\$ 40.00
273	Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	\$ 110.00	\$ -	\$ 110.00
274	Sustenance fee	Cost recovery	Beast	Actual Cost		Actual Cost
<b>Agistment</b>						
275	Agistment Fees - up to three horses/cattle (charge per head)	Cost recovery	Week	\$ 19.09	\$ 1.91	\$ 21.00
276	Agistment Fees - up to 20 sheep/goats (charge per head)	Cost recovery	Week	\$ 3.64	\$ 0.36	\$ 4.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
<b>Enrolment</b>						
277	Application for enrolment as a commoner	Cost recovery	Each	\$ 14.76	\$ 1.48	\$ 16.00
278	Notice of Appeal - local land board against refusal of application for enrolment	Cost recovery	Each	\$ -	\$ -	\$ -
<b>PLANNING, DEVELOPMENT AND COMPLIANCE</b>						
<b>Development Consent/Development Application (DA)</b>						
<b>Development involving the erection of a building, the carrying out of work or the demolition of a work or a building</b>						
279	DA fee - estimated cost up to \$5,000	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
280	DA fee - estimated cost between \$5,001 and \$50,000	Statutory	Each	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost	\$ -	\$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost
281	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	\$ -	\$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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
282	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
283	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
284	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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
285	DA fee - estimated 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
286	DA fee - new dwelling-house (including alterations/additions/manufactured homes, etc) where estimated cost is \$100,000 or less	Statutory	Each	\$ 910.00	\$ -	\$ 910.00
<b>Development NOT involving the erection of a building, the carrying out of work or a building</b>						
287	DA - development for the purpose of one or more advertisements	Statutory	Each	\$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
288	DA fee	Statutory	Each	\$ 285.00	\$ -	\$ 285.00
<b>Subdivision of Land</b>						
289	DA fee - subdivisions (not strata) - creation of the same or less number of lots	Statutory	Each	\$ 110.00	\$ -	\$ 110.00
290	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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
291	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
292	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
<b>Development Application - Additional Fees</b>						
293	DA fee - development requiring neighbour notification and/or local advertising under dcp/epi	Statutory	Each	\$ 300.00	\$ -	\$ 300.00
294	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)
295	DA fee - residential flat development requiring referral to design review panel	Statutory	Each	\$ 760.00	\$ -	\$ 760.00
296	DA fee - lodgement of plans at essential water	Cost recovery	Each	\$81.82 plus Essential Water Fee	10%	\$90.00 plus Essential Water Fee
297	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)

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
298	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)
299	DA fee - section 94A levy - estimated cost up to \$100,000	Statutory	Each	No Charge	\$ -	No Charge
300	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
301	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
302	DA fee - designated development	Statutory	Each	DA Fee, plus \$920.00	\$ -	DA Fee, plus \$920.00
303	DA fee - advertising for designated development (unused portion to be refunded)	Statutory	Each	\$ 2,220.00	\$ -	\$ 2,220.00
304	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	\$5,105.00 plus Actual Cost	\$ -	\$5,105.00 plus Actual Cost
<b>Development Consent - Review of Determination</b>						
305	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
306	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
307	Review DA - other development - estimated cost up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
308	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
309	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
310	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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
311	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
312	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
<b>Review of Decision to Reject DA</b>						
313	Review decision to reject DA where estimated cost is less than \$100,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
314	Review decision to reject DA where estimated cost is \$100,000 or more, and less than or equal to \$1,000,000	Statutory	Each	\$ 150.00	\$ -	\$ 150.00
315	Review decision to reject DA where estimated cost is more than \$1,000,000	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
<b>Application to Modify Consent - Specified Cases</b>						
316	Modification of consent - S96 (1) - to correct a minor error, incorrect description or miscalculation.	Statutory	Each	\$ 71.00	\$ -	\$ 71.00
317	Modification of consent - S96 (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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
318	Modification of consent - S96 (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)
319	Modification of consent - S96 (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)
320	Modification of consent - S96 (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	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)
<b>Application to Modify Consent - Non minimal impact - Other development - Original Fee &gt;\$100</b>						
321	Modification of consent - S96 (2) - estimated cost of development up to \$5,000	Statutory	Each	\$ 55.00	\$ -	\$ 55.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
322	Modification of consent - S96 (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
323	Modification of consent - S96 (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
324	Modification of consent - S96 (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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
325	Modification of consent - S96 (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
326	Modification of consent - S96 (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
<b>Application to Modify Consent - Review</b>						
327	Application under S96AB to review decision regarding modification application	Statutory	Each	50% of original modification application fee	\$ -	50% of original modification application fee
<b>CERTIFICATES</b>						
<b>Construction Certificate (CC) and Complying Development Certificate (CDC)</b>						
328	CC/CDC - estimated cost up to \$5,000	Market price	Each	\$ 45.45	\$ 4.55	\$ 50.00
329	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

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
330	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
331	Construction inspection fee (applicable to re-inspections and inspections where Council is not Principal Certifying Authority)	Market price	Each	\$ 118.18	\$ 11.82	\$ 130.00
332	Construction certificate - amendment	Market price	Each	50% of original CC fee	10%	50% of original CC fee
333	Administration charge - construction certificate withdrawal prior to assessment completion	Market price	Each	40% of construction certificate fee	10%	40% of construction certificate fee
<b>Principal Certifying Authority (PCA) Fees (includes Occupation Certificate)</b>						
334	Minor work - single carport, small veranda development <30m <sup>2</sup> , aboveground pool, garden shed <20m <sup>2</sup> , single garage	Market price	Each	\$ 189.10	\$ 18.91	\$ 208.01
335	Inground pool, small additions <30m <sup>2</sup> with no wet areas, double garage, shed over 20m <sup>2</sup> , large veranda >30m <sup>2</sup> , small commercial development < 50m <sup>2</sup>	Market price	Each	\$ 286.36	\$ 28.64	\$ 315.00
336	New dwelling, duplex, large additions and wet areas, small industrial development <200m <sup>2</sup> , commercial development <200m <sup>2</sup> and food shops	Market price	Each	\$ 475.45	\$ 47.55	\$ 523.00
337	Three units, medium industrial development <500m <sup>2</sup> , medium commercial development <500m <sup>2</sup> , large food shops <500m <sup>2</sup>	Market price	Each	\$ 618.18	\$ 61.82	\$ 680.00
338	Large industrial and commercial development 500 - 2000m <sup>2</sup>	Market price	Each	\$ 1,337.27	\$ 133.73	\$ 1,471.00
339	Major industrial/commercial development over 2000m <sup>2</sup>	Market price	Each	\$ 2,850.00	\$ 285.00	\$ 3,135.00
<b>Subdivision Certificate (SC)</b>						
340	Subdivision certificate (LGA Act) - 1 - 10 lots	Market price	Each	\$ 106.36	\$ 10.64	\$ 117.00
341	Subdivision certificate (LGA Act) - more than 10 lots	Market price	Each	\$ 147.27	\$ 14.73	\$ 162.00
<b>Compliance Certificates</b>						
342	Compliance certificate (under Part 4A of EP&A Act 1979) per hour (or part hour) - minimum one hour	Market price	Hour	\$ 115.45	\$ 11.55	\$ 127.00
<b>Lodgement of Certificate</b>						
343	CDC or part 4A certificate registration fee (cost recovery certifiers)	Statutory	Each	\$ 32.73	\$ 3.27	\$ 36.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (Inc GST)
<b>Section 149 Planning Certificates</b>						
344	Section 149 (5)	Statutory	Each	\$ 80.00	\$ -	\$ 80.00
345	Section 149 (2)	Statutory	Each	\$ 53.00	\$ -	\$ 53.00
346	Section 149 urgent fee (additional to normal fee)	Cost recovery	Each	\$ 73.64	\$ 7.36	\$ 81.00
347	Section 149 administration charge (cancellation of application)	Cost recovery	Each	50% of the original fee	10%	50% of the original fee
348	Section 149 certificate - certified copy	Statutory	Each	\$ 53.00	\$ -	\$ 53.00
<b>Section 149B Building Certificates</b>						
349	Building certificate - class 1 building (together with any class 10 buildings on the site) or a class 10 building	Statutory	Per dwelling in building or on allotment	\$ 250.00	\$ -	\$ 250.00
350	Building certificate - part of a building consisting of an external wall only or does not otherwise have a floor area	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
351	Building certificate - class 2-9 building - floor area of building or part not exceeding 200 sq. metres	Statutory	Each	\$ 250.00	\$ -	\$ 250.00
352	Building certificate - class 2-9 building - floor area between 200m <sup>2</sup> and 2,000 m <sup>2</sup>	Statutory	Each	\$250.00 plus \$0.50 per square metre over 200	\$ -	\$250.00 plus \$0.50 per square metre over 200
353	Building certificate - class 2-9 building - floor area exceeding 2,000 sq. metres	Statutory	Each	\$1,165.00 plus additional \$0.075 per square metre over 2000	\$ -	\$1,165.00 plus additional \$0.075 per square metre over 2000
354	Section 149 building certificate - class 2 building that comprises two dwellings only	Statutory	Each	As per class one building	\$ -	As per class one building
355	Building certificate where DA/CC/CDC was required for the erection of the building and no such consent or certificate was obtained (where applicant erected the building) - REF CI260 EP&A Reg 2000	Statutory	Each case	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee	\$ -	Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee
356	Building certificate - additional fee where more than one inspection is necessary	Statutory	Each application	\$ 90.00	\$ -	\$ 90.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
357	Copy of building certificate	Statutory	Each	\$ 13.00	\$ -	\$ 13.00
<b>Certificates as to Notices / Orders</b>						
358	Local Government Act 1993, S735(A) certificate application	Cost recovery	Each	\$ 71.00	\$ -	\$ 71.00
359	Environmental Planning and Assessment Act 1979, S121ZP certificate application	Cost recovery	Each	\$ 71.00	\$ -	\$ 71.00
<b>OTHER - PLANNING, BUILDING AND COMPLIANCE</b>						
<b>Manufactured Homes, Relocatable dwellings and associated structures</b>						
360	Application (under S68 of Local Government Act 1993) to install manufactured home, or associated structure	Cost recovery	Each	140% of CC/CDC fee	\$ -	140% of CC/CDC fee
<b>Fire Safety</b>						
361	Fire safety inspection service (for existing and new buildings) initial inspection	Market price	Hour	\$ -	\$ -	\$ -
362	Fire safety inspection service (for existing and new buildings) additional inspection	Market price	Hour	\$ 118.18	\$ 11.82	\$ 130.00
363	Late fire safety statement processing fee	Cost recovery	Each	\$ 78.18	\$ 7.82	\$ 86.00
<b>Septic Tanks, AWTS, Waste Water / Grey Water Treatment Systems</b>						
364	Application to install septic system (includes registration)	Cost recovery	Each	\$ 280.00	\$ -	\$ 280.00
365	Application to install aerobic wastewater treatment system (includes registration)	Cost recovery	Each	\$ 340.00	\$ -	\$ 340.00
366	Amended application to install septic or AWTS	Cost recovery	Each	\$ 90.00	\$ -	\$ 90.00
367	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	\$ 120.00	\$ -	\$ 120.00
368	Application to register a septic tank AWTS or onsite water treatment	Cost recovery	Each	\$ 40.00	\$ -	\$ 40.00
<b>Swimming Pools</b>						
369	Initial inspection - S22B/22C Swimming Pools Act 1992	Statutory	Each	\$ 150.00	\$ -	\$ 150.00
370	Second inspection - S22B/22C Swimming Pools Act 1992	Statutory	Each	\$ 100.00	\$ -	\$ 100.00
371	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	\$ 70.00	\$ -	\$ 70.00
372	Registration - S30B Swimming Pools Act 1992	Statutory	Each	\$ 10.00	\$ -	\$ 10.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
373	Public pool registration fee - S35(2) <i>Public Health Act 2010</i>	Statutory	Each	\$ 100.00	\$ -	\$ 100.00
374	Public Swimming Pool Inspection - <i>Public Health Act 2010</i>	Cost recovery	Each	\$ 76.00	\$ -	\$ 76.00
375	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	\$ 16.36	\$ 1.64	\$ 18.00
<b>Amusement Devices</b>						
376	Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)	Statutory	Each	Exempt	\$ -	Exempt
377	Amusement devices - application fee for approval	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
378	Amusement devices - application fee for approval children's devices <10 seats	Cost recovery	Each	\$ 22.73	\$ 2.27	\$ 25.00
<b>Registered Premises</b>						
379	Food premises inspection	Cost recovery	Hour or part thereof	\$ 93.64	\$ 9.36	\$ 103.00
380	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	\$ 117.05	\$ 11.70	\$ 128.75
381	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	\$ 103.00	\$ 10.30	\$ 113.30
382	Inspection - hawkers, street vendors	Cost recovery	Each	\$ 154.50	\$ 15.45	\$ 169.95
383	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	\$ 103.00	\$ 10.30	\$ 113.30
384	Inspection - jamboree, pop festival etc.	Cost recovery	Hour or part thereof	\$ 93.64	\$ 9.36	\$ 103.00
385	Inspection - caravan park	Cost recovery	Hour or part thereof	\$ 103.00	\$ 10.30	\$ 113.30
386	Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter)	Cost recovery	Hour or part thereof	\$ 112.36	\$ 11.24	\$ 123.60
387	Cooling tower inspection	Cost recovery	Hour or part thereof	\$ 93.64	\$ 9.36	\$ 103.00
388	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	\$ 103.00	\$ 10.30	\$ 113.30
389	Inspection - footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	\$ 84.27	\$ 8.43	\$ 92.70
<b>Administration Charges</b>						
390	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour	POA		POA
391	Copy of building plans (architect consent required)	Cost recovery	Each	POA		POA
392	Local Environmental Plan (LEP) (bound copies)	Cost recovery	Each	POA		POA

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
393	Local Environmental Plan maps	Cost recovery	Each	POA		POA
<b>Companion Animals: (Exemptions as in Section 9 of the Companion Animals Regulation 1999)</b>						
394	Lifetime registration dog or cat (not desexed)	Statutory	Each	\$ 201.00	\$ -	\$ 201.00
395	Dog or cat - desexed	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
396	Dog or cat owned by an eligible pensioner - desexed	Statutory	Each	\$ 23.00	\$ -	\$ 23.00
397	Dog or cat kept by a recognised breeder for breeding purposes	Statutory	Each	\$ 55.00	\$ -	\$ 55.00
398	Animal kept at the premises of an accredited research establishment under the <i>Animal Research Act 1985</i> for the purposes of animal research in accordance with the Act	Statutory	Each	\$ -	\$ -	\$ -
399	Greyhound formerly registered under the <i>Greyhound Racing Act 2002</i>	Statutory	Each	\$ -	\$ -	\$ -
400	Animals classified as assistance animal (fees payable on declassification)	Statutory	Each	\$ -	\$ -	\$ -
401	Animals in service of State instrumentality	Statutory	Each	\$ -	\$ -	\$ -
402	Release of animals from pound facility	Third party	Each	Broken Hill Pound Fee Schedule	\$ -	Broken Hill Pound Fee Schedule
403	Dog offences and penalties	Statutory	Each	As per Regulations	\$ -	As per Regulations
404	Desexed dog or cat sold by eligible pound or shelter - registration fee	Statutory	Each	\$ 27.50	\$ -	\$ 27.50
<b>Dog Pound Facility</b>						
405	Daily sustenance/release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	\$ 15.00	\$ -	\$ 15.00
406	Daily sustenance/release fee for dangerous/aggressive dogs	Cost recovery	Day	\$ 30.00	\$ -	\$ 30.00
407	Microchipping fee	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
408	Adoption fee	Cost recovery	Each	\$ 20.00	\$ -	\$ 20.00
409	Call out fee for dog attacks after hours to be charged to owner or complainant in the event of false dog attack claim	Cost recovery	Each	\$ 300.00	\$ -	\$ 300.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
<b>CULTURAL SERVICES</b>						
<b>Albert Kersten Mining &amp; Minerals Museum</b>						
<b>Admissions</b>						
410	Adult (each)	Cost recovery	Each	\$ 7.27	\$ 0.73	\$ 8.00
411	Concession (pensioners, student, Seniors Card, groups)	Cost recovery	Each	\$ 5.45	\$ 0.55	\$ 6.00
412	Family with children under 18 years Carers and Children under 5 years are free Local residents admission by donation	Cost recovery	Each	\$ 16.36	\$ 1.64	\$ 18.00
413	Coach groups - per person	Cost recovery	Each	\$ 5.45	\$ 0.55	\$ 6.00
<b>Hire Fees</b>						
414	Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	\$ 111.82	\$ 11.18	POA
<b>Broken Hill Regional Art Gallery</b>						
415	Admissions - (donation box available)	Community Services	Each	No Charge	\$ -	No Charge
<b>Membership (Friends of the Art Gallery)</b>						
416	One year adult	Cost recovery	Each	\$ 30.00	\$ 3.00	\$ 33.00
417	Two year adult	Cost recovery	Each	\$ 54.55	\$ 5.45	\$ 60.00
418	One year family with children under 18 years membership	Cost recovery	Year	\$ 50.00	\$ 5.00	\$ 55.00
419	Two year family with children under 18 years membership	Cost recovery	Year	\$ 100.00	\$ 10.00	\$ 110.00
420	Student and concession	Cost recovery	Year	\$ 20.00	\$ 2.00	\$ 22.00
421	Two year student and concession	Cost recovery	Year	\$ 36.36	\$ 3.64	\$ 40.00
422	Sponsorship Package					POA
<b>The Pro Hart Outback Art Prize</b>						
423	Entry fee	Community services	Entry	\$ 31.82	\$ 3.18	\$ 35.00
<b>Hire Fees</b>						
424	Gallery photographic	Cost recovery	Each	\$ 95.45	\$ 9.55	POA
425	Piano hire	Cost recovery	Each	\$ 59.09	\$ 5.91	\$ 65.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
426	Artist shed - community groups by application	Cost recovery	Hour	\$ 9.09	\$ 0.91	\$ 10.00
427	Artist shed - commercial by application	Cost recovery	Hour	\$ 18.18	\$ 1.82	\$ 20.00
428	Artist shed package	Cost recovery	Hour	\$ -	\$ -	POA
429	Chair hire - per chair	Cost recovery	Each	\$ 1.82	\$ 0.18	\$ 2.00
430	Tables - per table	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
431	Urn, crockery and cutlery	Cost recovery	Each	\$ 27.27	\$ 2.73	\$ 30.00
432	Gallery hire - minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Hour	\$ 181.82	\$ 18.18	\$ 200.00
433	Gallery hire minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Hour	\$ 272.73	\$ 27.27	\$ 300.00
434	Gallery hire package	Cost recovery	Event	POA		POA
<b>Sale of Artwork</b>						
435	Commission on sale of artwork	Market price	Artwork	\$ 0.30	10%	33%
436	Postage on artwork freight	Cost recovery	Artwork	Actual Cost	10%	Actual Cost
<b>Audio Visual Equipment</b>						
437	Use of audio visual equipment	Cost recovery	Each	\$ 169.39	\$ 16.94	\$ 186.33
<b>WASTE MANAGEMENT</b>						
<b>Waste Services</b>						
438	Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	\$ 1,220.00	\$ 122.00	\$ 1,342.00
439	Chemical toilet - special pump out services	Cost recovery	Each	\$ 103.63	\$ 10.36	\$ 114.00
440	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	\$ 314.55	\$ 31.45	\$ 346.00
441	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	\$ 272.73	\$ 27.27	\$ 300.00
442	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	\$ 60.91	\$ 6.09	\$ 67.00
443	Disposal* - commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Cubic metre	Mixed Waste Unsorted \$24.91/m3, Mixed Waste Sorted \$16.60/m3	10%	Mixed Waste Unsorted \$31.00/m3, Mixed Waste Sorted \$21.00/m3

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (Inc GST)
444	Disposal* - commercial/large volumes of general waste/bulky industrial/mining waste (sample test results may be required)	Cost recovery	Tonne	Mixed Waste Unsorted \$46.12/Tonne, Mixed Waste Sorted \$29.52/Tonne	10%	Mixed Waste Unsorted \$57/Tonne, Mixed Waste Sorted \$35/Tonne
<b>*Note: <u>SORTED</u> Waste loads will be accepted as 'sorted' where at the full discretion of the Weighbridge Attendant the entire load is considered to be sorted into separate categories for recycling, reprocessing or re-use on arrival at the weighbridge and ALL materials are then dropped off to the correct recycling areas/bays. The sorted component for landfill must NOT contain any green waste, recyclables, cardboard, scrap metal, concrete etc.</b>						
<b><u>UNSORTED</u> Mixed Waste loads will be considered 'unsorted' where 90% or more of the load has NOT been separated for recycling, reprocessing or re-use on arrival at the weighbridge, and where the majority of the load goes to landfill.</b>						
445	Disposal - clean rubble or material suitable for cover or recycling	Community services	Each	No Charge	\$ -	No Charge
446	Tyre Disposal** - Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	\$ 2.81	\$ 0.28	\$ 3.10
447	Tyre Disposal** - Light Truck	Cost recovery	Each	\$ 3.73	\$ 0.37	\$ 4.10
448	Tyre Disposal** - Truck	Cost recovery	Each	\$ 4.72	\$ 0.47	\$ 5.20
449	Tyre Disposal** - Bulk Tyres (20 tyres or more, minimum weight charge of 200kg)	Cost recovery	Tonne	\$ 172.72	\$ 17.27	\$ 190.00
<b>** Note: No Loader, Tractor or Mining Tyres will be accepted.</b>						
450	Offal/meat products/bones	Cost recovery	Tonne	\$ 66.61	\$ 6.66	\$ 73.00
451	Disposal - waste from outside Broken Hill Local Government Area	Cost recovery	Tonne	\$ 150.11	\$ 15.01	\$ 165.00
452	Disposal - waste from outside Broken Hill Local Government Area	Cost recovery	Cubic metre	\$ 84.44	\$ 8.44	\$ 93.00
453	Disposal - large dead animal	Cost recovery	Per animal	\$ 46.91	\$ 4.69	\$ 52.00
454	Disposal - contaminated waste - eg soils (excludes asbestos)	Cost recovery	Tonne	\$ 281.45	\$ 28.15	\$ 310.00
455	Disposal - contaminated waste - eg soil (excludes asbestos)	Cost recovery	Cubic metre	\$ 112.58	\$ 11.26	\$ 124.00
456	Disposal - contaminated waste - asbestos	Cost recovery	Tonne	\$ 408.11	\$ 40.81	\$ 449.00
457	Disposal - contaminated waste - asbestos	Cost recovery	Cubic metre	\$ 145.42	\$ 14.54	\$ 160.00
<b>Note: Radioactive material cannot be disposed of in Broken Hill.</b>						
458	Garbage removal - Domestic Administration S496	Cost recovery	Year	\$ 45.41	\$ -	\$ 45.00
459	Garbage removal - Domestic per bin S502	Cost recovery	Year	\$ 266.26	\$ -	\$ 266.00
460	Garbage removal - Commercial three MGBs	Cost recovery	Year	\$ 395.26	\$ -	\$ 395.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
461	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	\$ 363.26	\$ -	\$ 363.00
462	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	\$ 363.26	\$ -	\$ 363.00
463	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	\$ 140.35	\$ -	\$ 140.00
464	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	\$ 541.33	\$ 54.13	\$ 595.00
465	Trade Waste - Trade Waste Service (Single Bin) – 1.5m <sup>3</sup>	Cost recovery	Service	\$ 45.03	\$ 4.50	\$ 50.00
466	Trade Waste - Trade Waste Service (Single Bin) – 2.0m <sup>3</sup>	Cost recovery	Service	\$ 47.85	\$ 4.78	\$ 53.00
467	Trade Waste - Trade Waste Service (Single Bin) – 3.0m <sup>3</sup>	Cost recovery	Service	\$ 50.66	\$ 5.07	\$ 56.00
468	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m <sup>3</sup>	Cost recovery	Service	\$ 41.28	\$ 4.13	\$ 45.00
469	Trade Waste - Trade Waste Service (Multiple Bins) – 2.0m <sup>3</sup>	Cost recovery	Service	\$ 45.03	\$ 4.50	\$ 50.00
470	Trade Waste - Trade Waste Service (Multiple Bins) – 3.0m <sup>3</sup>	Cost recovery	Service	\$ 47.85	\$ 4.78	\$ 53.00
471	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	\$ 171.69	\$ 17.17	\$ 189.00
472	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	\$ 223.29	\$ 22.33	\$ 246.00
473	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	\$ 51.60	\$ 5.16	\$ 57.00
474	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	\$ 60.98	\$ 6.10	\$ 67.00
475	Green Waste (delivered to the landfill)	Community services	Service	No Charge	\$ -	No Charge
476	Recyclables – Aluminium Cans/Glass Bottles/Paper and Cardboard/White Goods/e-waste (delivered to the landfill)	Community services	Service	No Charge	\$ -	No Charge
477	Household Waste (delivered to the landfill) (under 1 tonne/per load, commercial fees apply for loads above 1 tonne)	Community services	Service	No Charge	\$ -	No Charge
478	Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs	Cost recovery	Service	\$ 2,856.76	\$ 285.68	\$ 3,142.00
479	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	\$ 28.15	\$ 2.81	\$ 31.00
480	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	By Quotation	10%	By Quotation
481	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	\$ 1,548.00	\$ 154.80	\$ 1,703.00
482	Sewerage/Sludge Grease trap Waste/Mud (prior arrangement only)	Cost recovery	Tonne	\$ 18.76	\$ 1.88	\$ 21.00
483	Garden Organics Green Bio Insert MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 61.92	\$ 6.19	\$ 68.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
484	MGB Replacement Charge(for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 59.11	\$ 5.91	\$ 65.00
485	Paper shredding - hourly rate	Cost recovery	Service	\$ 97.57	\$ 9.76	\$ 107.00
486	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only	Cost recovery	Service	\$ 6.57	\$ 0.66	\$ 7.00
487	Trade Waste - service fee (cardboard collection) - 2m <sup>3</sup>	Cost recovery	Service	\$ 38.47	\$ 3.85	\$ 42.00
488	Trade Waste - service fee (cardboard collection) - 3m <sup>3</sup>	Cost recovery	Service	\$ 41.28	\$ 4.13	\$ 45.00
489	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	\$ 1,708.43	\$ 170.84	\$ 1,879.00
490	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	\$ 18.76	\$ 1.88	\$ 21.00
KEY DIRECTION 4- OUR LEADERSHIP						
POLICY, PLANNING AND ADMINISTRATION						
Access to Information. Government Information (Public Access) Act						
Charges – Formal Access Application						
491	Access to Information - Application Fee	Statutory	Each	\$ 30.00	\$ -	\$ 30.00
492	Access to Information - Processing Fee	Statutory	Hour	\$ 30.00	\$ -	\$ 30.00
493	Access to Information - Processing Fee (non personal affairs)	Statutory	Each	\$ 30.00	\$ -	\$ 30.00
494	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
495	Access to Information - Internal Review	Statutory	Each	\$ 40.00	\$ -	\$ 40.00
496	Amendment of Records	Statutory	Each	No charge	\$ -	No charge
Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act.						
Facsimile, Photocopier, Printer and Scanner Fees						
497	Fax Received	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
498	Fax Sent (first page)	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
499	Fax Sent (subsequent page)	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
500	Photocopying Fee: A4 - Black and White	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
501	Photocopying Fee: A4 - Colour	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
502	Photocopying Fee: A3 - Black and White	Cost recovery	Page	\$ 2.73	\$ 0.27	\$ 3.00
503	Photocopying Fee: A3 - Colour	Cost recovery	Page	\$ 3.64	\$ 0.36	\$ 4.00
504	Printing Fee: A4 - Black and White	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (Inc GST)
505	Printing Fee: A4 - Colour	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
506	Printing Fee: A3 - Black and White	Cost recovery	Page	\$ 2.73	\$ 0.27	\$ 3.00
507	Printing Fee: A3 - Colour	Cost recovery	Page	\$ 3.64	\$ 0.36	\$ 4.00
508	Printing Fee: Microfilm	Cost recovery	Page	\$ 1.82	\$ 0.18	\$ 2.00
509	Scanning Fee	Cost recovery	Page	\$ 0.91	\$ 0.09	\$ 1.00
<b>FINANCIAL SERVICES</b>						
<b>Account Fees</b>						
510	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	\$ 9.09	\$ 0.91	\$ 10.00
<b>Rates (Properties)</b>						
511	Section 603 Certificate (additional to normal fee)	Statutory	Each	\$ 80.00	\$ -	\$ 80.00
512	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	\$ 51.60	\$ -	\$ 52.00
513	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	\$ 65.67	\$ 6.57	\$ 72.00
514	Enquiry - Search of Rights of Way (and ownership of old records and addition to Search Fee)	Cost recovery	Each	\$72.73 plus LPI Search Fee	10%	\$80.00 plus LPI Search Fee
515	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	\$ 61.92	\$ -	\$ 62.00
516	Interest on Unpaid Rates and Charges	Statutory	Year	7.50%	\$ -	7.50%
517	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	\$ 15.71	\$ -	\$ 16.00
518	Payment Dishonour Fee - direct debit	Cost recovery	Each	\$ 15.71	\$ -	\$ 16.00
519	Payment Dishonour Fee - Australia Post	Cost recovery	Each	\$ 26.18	\$ -	\$ 26.00
520	Payment Dishonour Fee - cheque	Cost recovery	Each	\$ 20.64	\$ -	\$ 21.00
521	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	\$ 1,407.27	\$ 140.73	\$ 1,548.00
522	Debt Recovery	Cost recovery	Each	Actual Cost	\$ -	Actual Cost
<b>Hire Fees</b>						
523	Council Chambers - Full Day	Cost recovery	Day	\$ 340.91	\$ 34.09	\$ 375.00
524	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	\$ 50.00	\$ 5.00	\$ 55.00
<b>Subpoenas and Summons</b>						
521	Subpoenas - research and supply of information	Cost Recovery	Each	Actual Cost	\$ -	Actual Cost
522	Summons	Cost Recovery	Each	Actual Cost	\$ -	Actual Cost
<b>BROKEN HILL REGIONAL AQUATIC CENTRE</b>						

Item No	Particulars	Pricing Policy ID	Basis	2018/19 Fees (ex GST)	GST	2018/19 Fees (inc GST)
Admission Fees						
Recreational Swimming						
Refer to YMCA Broken Hill Regional Aquatic Centre website: <a href="http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/">http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/</a>						

## ORDINARY MEETING OF THE COUNCIL

April 17, 2018

**ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 52/18

SUBJECT:                      DRAFT LONG TERM FINANCIAL PLAN 2019-2028                      16/157

**Recommendation**

1. That Broken Hill City Council Report No. 52/18 dated April 17, 2018, be received.
2. That Council endorse the Draft Long Term Financial Plan 2019-2028 for public exhibition.
3. That that Draft Long Term Financial Plan 2019-2028 be placed on public display for 28 days in accordance with legislation.

**Executive Summary:**

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.

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 again been a main focus. 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.

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 not be forecasting a surplus until 2030 and would rapidly deplete its liquidity.

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
- Increase in investment return due to smarter investment management and increased cash reserves.
- sustainable expenditure increases in line with revenue increases

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.

Council must continue to develop and implement strategies during 2018/19 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.

**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
  - o 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 2019/2028. 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.

In November 2016 and as part of the Far West Initiative model NSW Government were pursuing for Western Councils, the Office of Local Government (OLG) initiated a fit for the future assessment on all western Councils with the view to assessing their ongoing financial sustainability.

This was a follow on from the work undertaken by the OLG in 2013 which established a financial sustainability rating (FSR) for Broken Hill City Council at that time of very weak with an outlook of neutral. The April 2017 report has assessed Council as having an FSR of Weak with an outlook of positive which represents a significant improvement over the last few years. This represents a significant improvement from the initial FSR of Very Weak and an Outlook of Neutral provided to Council in April 2013, and is reflective of major changes undertaken by Council especially with improved cost control. TCorp believe that Council has the appropriate strategies in place to continue to improve its sustainability in the medium to long term. Assuming Council achieves its forecast performance, TCorp would expect Council to achieve a FSR of Moderate within the next one to two years.

### **Strategic Direction:**

Key Direction:	4. Our Leadership
Objective:	4.2 Our Leaders Make Smart Decisions
Function:	Financial Management
DP Action:	4.2.1.08 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. [↓](#) Draft Long Term Financial Plan 2019 - 2028

JAY NANKIVELL  
FINANCE MANAGER

JAMES RONCON  
GENERAL MANAGER



**DRAFT  
LONG TERM  
FINANCIAL PLAN  
2019-2028**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

QUALITY CONTROL		
TRIM REFERENCES	D18/16727	
KEY DIRECTION	4 Our Leadership	
OBJECTIVE	4.2 Our Leaders make Smart Decisions	
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	<a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>	
DATE	ACTION	MINUTE NO.
April 2018	Document Developed	N/A
26 April, 2018	Public Exhibition	
27 June, 2018	Adopted	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program 2017-2021 Operational Plan 2018/2019 Schedule Fees and Charges 2018/2019	



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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.

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 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.



As described in last year's plan, Council has made a commitment to undertaking Service reviews to ensure efficiencies are gained across the organisation and that Council is best using the resources allocated as best it can. Notable financial savings have already been achieved in the area of insurance premiums of \$450K and efficiencies gained through the better use of resource allocations throughout the business areas that have been through the process.

This year's review of the Long Term Financial Plan has seen the projected budgeted deficit for 2018/2019 reduced by a further \$40K compared to the 2017/2018 budgeted deficit, with an operating surplus projection maintained for 2023.

This allows Council to focus further on maintaining and renewing infrastructure assets, with 100 percent asset renewal each year continuing to be a main focus.

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

## 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.

covers the period 2018/19 to 2027/28. 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**

Broken Hill City Council's revised LTFP

Draft Long Term Financial Plan 2019-2027

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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.



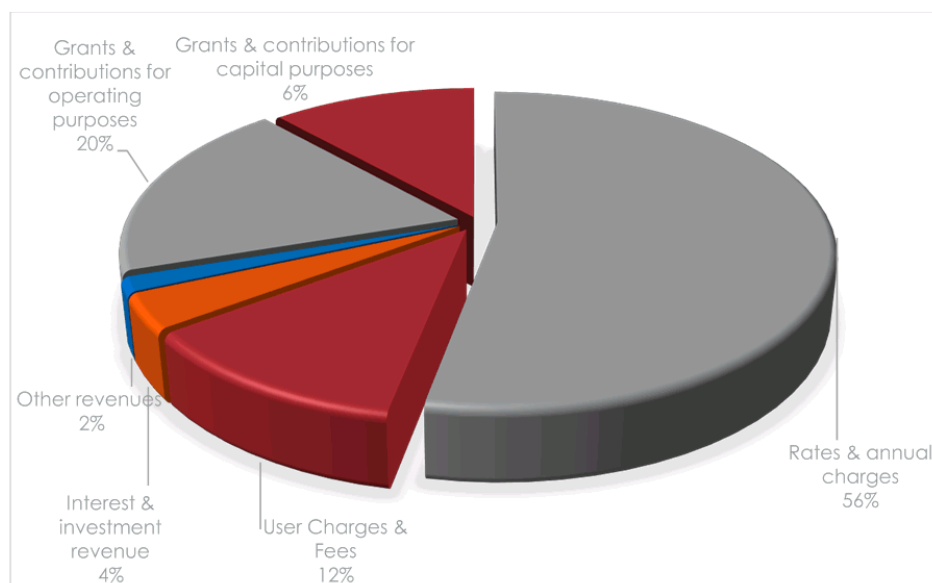
## FINANCIAL POSITION

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.
- 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.

Council has since achieved significant improvement and taken giant leaps towards becoming financially sustainable. Since Council received the report it has undertaken the following key actions:

Council undertook a major review of its 10-year LTFP in FY2015 with the aim to guide Council towards achieving a balanced budget through cost reduction strategies, whilst prioritising service delivery and asset renewals.

In December 2014 Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village. This allowed Council to concentrate on its core business and reduce losses by over \$1.0m pa. Council was successful in selling its 40 bed licences for \$1.8m in November 2015 and the village centre sold in August 2016 for \$1.15m to a senior community living specialist – these proceeds were directed towards improving Council's infrastructure assets.

Council has adopted a rating strategy that progressively redistributes some mining rates to the residential and business rating categories. This ensures that if there is a reduction in mining operations and/or the land valuation of mining properties, the impact will be less significant on Council's revenue stream and on its ratepayers. Prior to commencement of this initiative mining income was 27.3% of

total rates revenue in FY2013, Council is proposing to achieve a level of 10.0% by 2023.

In November 2016, the Office of Local Government initiated a review of all western councils with the view to reassess their ongoing financial sustainability.

Due to the actions taken after the last review and the significant improvements made, TCorp have made the assessment that Council now has a Financial Sustainability Ratio of 'Weak' with an outlook of positive. If Council can continue its good work and remain disciplined in its budgeting and financial management, TCorp predict even further improvement in the coming years.

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.

## 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 generate efficiencies and savings 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

risk of unforeseen events as well as focussing on maintaining and renewing high risk infrastructure. Council has also achieved a number of operational efficiencies and developed further action items across the business units that have already gone through the review process.



### 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 continuing to budget 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.

### 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 2018/2019 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.

#### **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.

#### **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 2018/2019 is expected to increase by 16% compared to the 2017/2018 financial year. This is a direct result from smart investment and cashflow management.

#### **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.

## **THE BALANCED SCENARIO REVIEWED**

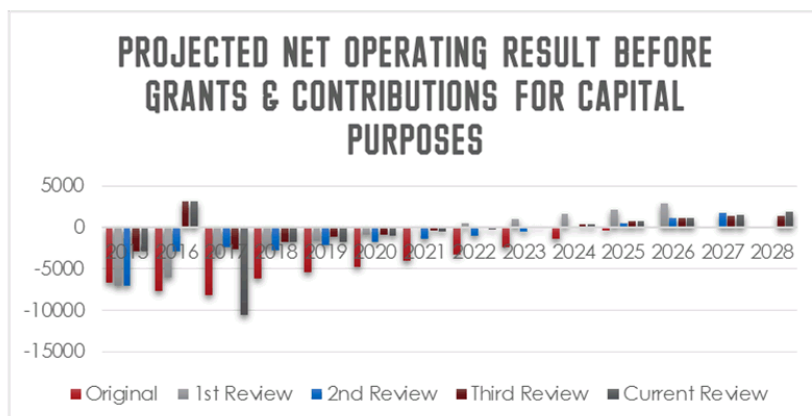
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill into the future.

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

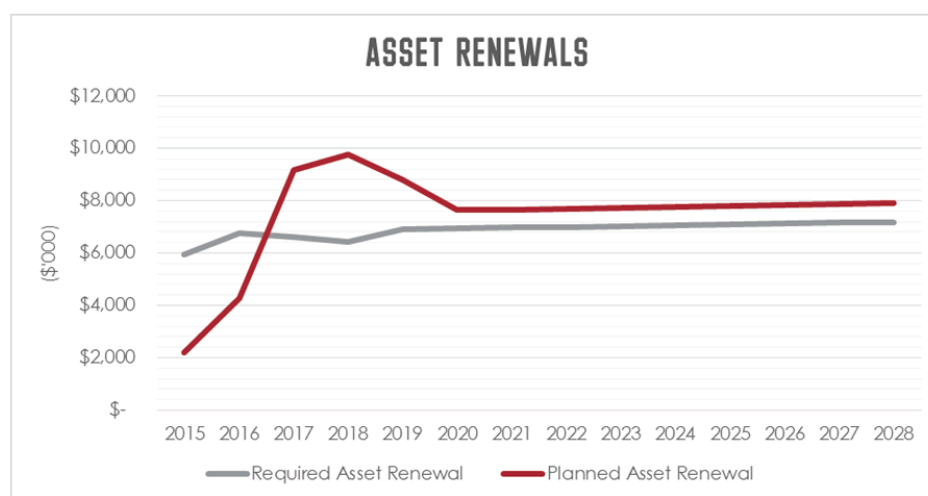
2017/2018. This has strengthened Council's financial position.

The following chart demonstrates the improvement in Council's financial position, over the previous four reviews. Council is still anticipating to breakeven in 2023. Whilst returning to surplus is achievable earlier than 2023, a slower transition to surplus has been recommended so that service levels to the community are maintained and there is no additional rate increase above the statutory peg.



Over the 10 year period, Council will spend in excess of \$75m 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.



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 48 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:

1. undertakes additional operating changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts;
2. undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
3. 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 \$645K 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.



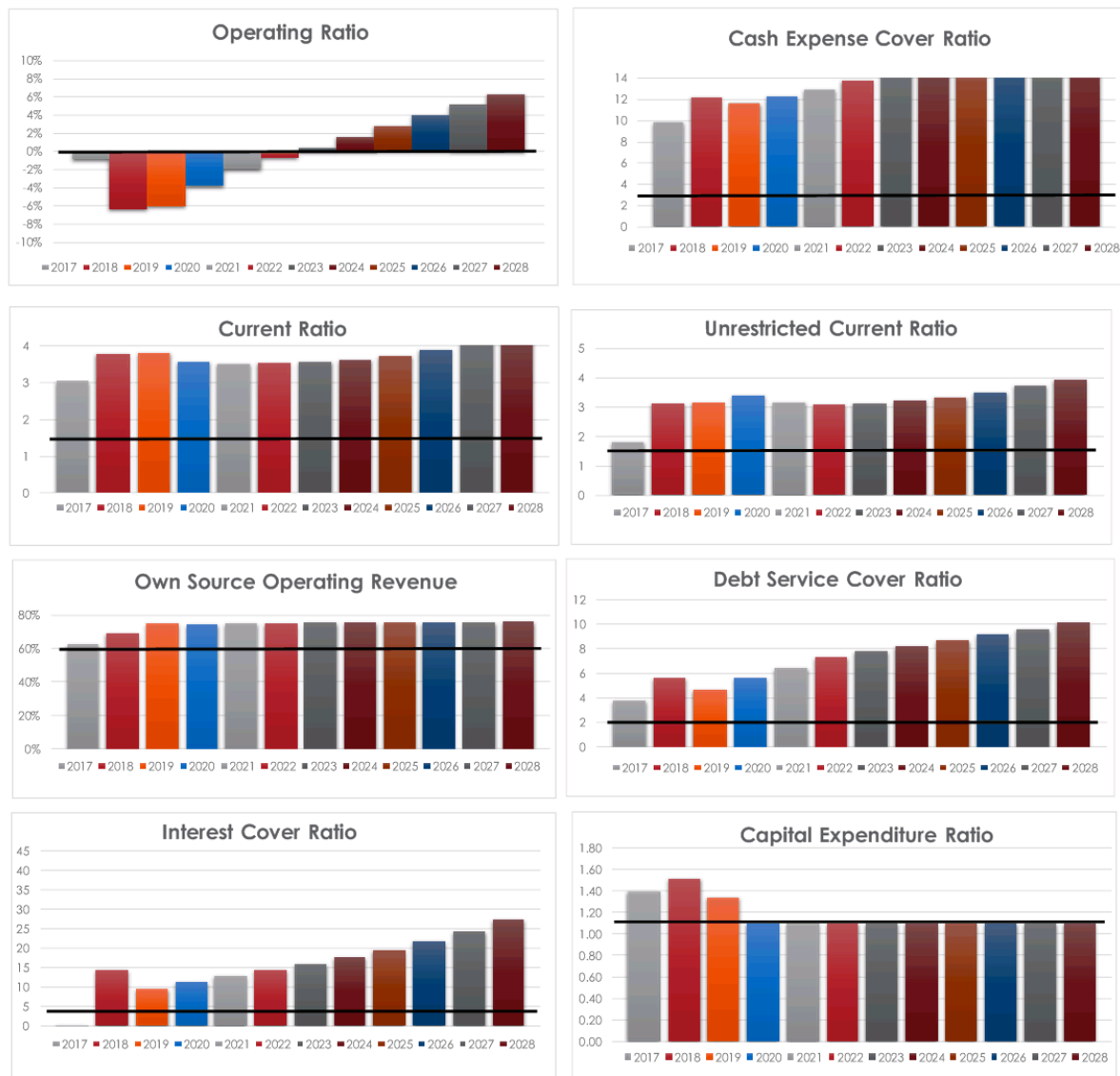
OPERATIONAL PLAN – BALANCED SCENARIO														
INCOME STATEMENT														
\$ '000	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Actual	Actual	Adopted Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Income from Continuing Operations</b>														
<b>Revenue:</b>														
Rates & annual charges	16,129	16,386	17,498	17,264	17,595	18,035	18,486	18,948	19,422	19,908	20,405	20,915	21,438	21,974
User charges & fees	3,717	3,401	3,985	3,462	3,880	3,977	4,076	4,178	4,283	4,390	4,500	4,612	4,727	4,846
Interest & investment revenue	434	899	831	1,015	1,182	1,145	1,221	1,242	1,226	1,248	1,275	1,290	1,321	1,370
Other revenues	335	2,535	829	504	490	502	515	528	541	554	568	582	597	612
Grants & contributions for operating purposes	9,496	10,459	9,403	6,363	6,138	6,261	6,386	6,514	6,396	6,524	6,655	6,788	6,923	7,062
Grants & contributions for capital purposes	521	3,537	4,287	3,639	1,826	1,862	1,900	1,938	1,976	2,016	2,056	2,097	2,139	2,182
<b>Other Income:</b>														
Net gains from disposal of assets	-	-	-	211	220	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>30,632</b>	<b>37,217</b>	<b>36,833</b>	<b>32,458</b>	<b>31,331</b>	<b>31,783</b>	<b>32,584</b>	<b>33,348</b>	<b>33,844</b>	<b>34,639</b>	<b>35,459</b>	<b>36,285</b>	<b>37,146</b>	<b>38,045</b>
<b>Expenses from Continuing Operations</b>														
Employee benefits & costs	16,024	13,776	14,384	13,958	14,259	14,308	14,484	14,789	14,851	15,163	15,482	15,807	16,139	16,478
Borrowing costs	416	428	493	504	605	576	549	523	501	478	454	428	402	374
Materials & contracts	6,476	5,646	6,138	5,741	5,578	5,487	5,511	5,536	5,561	5,586	5,611	5,637	5,662	5,687
Depreciation & amortisation	5,945	6,767	6,623	6,431	6,902	6,939	6,969	7,000	7,031	7,062	7,093	7,124	7,155	7,187
Impairment	-	-	887	-	-	-	-	-	-	-	-	-	-	-
Other expenses	4,166	3,839	4,116	4,005	3,941	3,746	3,762	3,779	3,796	3,813	3,831	3,848	3,865	3,883
Net losses from disposal of assets	22	154	10,430	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>33,049</b>	<b>30,610</b>	<b>43,071</b>	<b>30,639</b>	<b>31,285</b>	<b>31,055</b>	<b>31,277</b>	<b>31,627</b>	<b>31,741</b>	<b>32,103</b>	<b>32,471</b>	<b>32,843</b>	<b>33,223</b>	<b>33,609</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(2,417)</b>	<b>6,607</b>	<b>(6,238)</b>	<b>1,819</b>	<b>46</b>	<b>728</b>	<b>1,307</b>	<b>1,721</b>	<b>2,103</b>	<b>2,537</b>	<b>2,988</b>	<b>3,442</b>	<b>3,923</b>	<b>4,437</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(2,938)</b>	<b>3,070</b>	<b>(10,525)</b>	<b>(1,820)</b>	<b>(1,780)</b>	<b>(1,135)</b>	<b>(593)</b>	<b>(217)</b>	<b>127</b>	<b>521</b>	<b>932</b>	<b>1,344</b>	<b>1,784</b>	<b>2,255</b>
<b>Assumptions</b>														
Rate Peg			1.80%	1.50%	2.30%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Index			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index			3.00%	2.50%	2.50%	2.50%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%
Grant Index			0.00%	0.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate			2.50%	2.70%	3.00%	3.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Overdue rates interest rate			8.00%	7.50%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.50%	8.50%
Efficiency gain on Materials & Contracts					-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

OPERATIONAL PLAN - BALANCED SCENARIO														
STATEMENT OF FINANCIAL POSITION														
\$ '000	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Actual	Actual	Adopted Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Assets</b>														
<b>Current Assets:</b>														
Cash & cash equivalents	8,153	18,343	19,800	9,266	8,202	9,139	10,675	12,632	14,949	15,653	16,772	18,334	20,367	22,903
Investments	2,500	-	2,000	15,000	15,000	13,000	11,000	9,000	7,000	7,000	7,000	7,000	7,000	7,000
Receivables	2,754	2,788	2,942	4,108	5,241	5,003	5,438	6,151	6,807	7,367	7,677	8,388	8,960	9,468
Inventories	86	77	84	81	83	85	87	89	92	94	96	99	101	104
Other	153	330	229	347	355	364	373	383	392	402	412	422	433	444
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>13,646</b>	<b>21,538</b>	<b>25,055</b>	<b>28,802</b>	<b>28,881</b>	<b>27,591</b>	<b>27,574</b>	<b>28,255</b>	<b>29,239</b>	<b>30,515</b>	<b>31,957</b>	<b>34,243</b>	<b>36,861</b>	<b>39,918</b>
<b>Non-Current Assets:</b>														
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	186	143	128	93	93	68	43	18	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	236,286	234,070	216,869	247,801	219,181	219,875	220,572	221,272	221,975	222,681	223,391	224,103	224,819	225,538
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>236,472</b>	<b>234,213</b>	<b>216,997</b>	<b>247,894</b>	<b>219,274</b>	<b>219,943</b>	<b>220,615</b>	<b>221,290</b>	<b>221,975</b>	<b>222,681</b>	<b>223,391</b>	<b>224,103</b>	<b>224,819</b>	<b>225,538</b>
<b>TOTAL ASSETS</b>	<b>250,118</b>	<b>255,751</b>	<b>242,052</b>	<b>276,696</b>	<b>248,155</b>	<b>247,534</b>	<b>248,189</b>	<b>249,545</b>	<b>251,214</b>	<b>253,197</b>	<b>255,347</b>	<b>258,346</b>	<b>261,679</b>	<b>265,456</b>
<b>Liabilities</b>														
<b>Current Liabilities:</b>														
Payables	3,217	2,440	2,588	2,844	2,915	2,988	3,063	3,139	3,218	3,298	3,381	3,465	3,552	3,641
Borrowings	615	731	734	783	591	552	492	514	537	562	587	614	641	670
Provisions	4,120	3,896	4,928	3,970	4,069	4,171	4,258	4,348	4,439	4,532	4,627	4,724	4,824	4,925
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,952</b>	<b>7,067</b>	<b>8,250</b>	<b>7,597</b>	<b>7,575</b>	<b>7,711</b>	<b>7,813</b>	<b>8,001</b>	<b>8,194</b>	<b>8,392</b>	<b>8,595</b>	<b>8,804</b>	<b>9,017</b>	<b>9,236</b>
<b>Non-Current Liabilities:</b>														
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,940	5,126	3,576	13,200	12,492	11,940	11,448	10,934	10,397	9,835	9,248	8,634	7,993	7,323
Provisions	1,647	1,804	6,557	2,015	10,701	10,807	12,879	13,640	15,275	16,327	17,768	18,949	20,304	21,543
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>7,587</b>	<b>6,930</b>	<b>10,133</b>	<b>15,215</b>	<b>23,193</b>	<b>22,747</b>	<b>24,327</b>	<b>24,574</b>	<b>25,672</b>	<b>26,162</b>	<b>27,016</b>	<b>27,583</b>	<b>28,297</b>	<b>28,866</b>
<b>TOTAL LIABILITIES</b>	<b>15,539</b>	<b>13,997</b>	<b>18,384</b>	<b>22,813</b>	<b>30,768</b>	<b>30,457</b>	<b>32,139</b>	<b>32,574</b>	<b>33,865</b>	<b>34,554</b>	<b>35,611</b>	<b>36,387</b>	<b>37,313</b>	<b>38,102</b>
<b>NET ASSETS</b>	<b>234,579</b>	<b>241,754</b>	<b>223,668</b>	<b>253,883</b>	<b>217,387</b>	<b>217,077</b>	<b>216,050</b>	<b>216,971</b>	<b>217,349</b>	<b>218,643</b>	<b>219,737</b>	<b>221,959</b>	<b>224,366</b>	<b>227,354</b>
<b>Equity</b>														
Retained earnings	114,314	121,089	114,851	119,487	106,258	105,254	103,530	103,751	103,426	104,013	104,398	105,908	107,599	109,868
Revaluation reserves	120,265	120,665	108,817	134,396	111,129	111,823	112,520	113,220	113,923	114,629	115,339	116,051	116,767	117,486
<b>Council equity interest</b>	<b>234,579</b>	<b>241,754</b>	<b>223,668</b>	<b>253,883</b>	<b>217,387</b>	<b>217,077</b>	<b>216,050</b>	<b>216,971</b>	<b>217,349</b>	<b>218,643</b>	<b>219,737</b>	<b>221,959</b>	<b>224,366</b>	<b>227,354</b>
<b>Non-controlling interest</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EQUITY</b>	<b>234,579</b>	<b>241,754</b>	<b>223,668</b>	<b>253,883</b>	<b>217,387</b>	<b>217,077</b>	<b>216,050</b>	<b>216,971</b>	<b>217,349</b>	<b>218,643</b>	<b>219,737</b>	<b>221,959</b>	<b>224,366</b>	<b>227,354</b>
<b>Assumptions</b>														
General Index				2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
No impact from revaluation of assets														

OPERATIONAL PLAN – BALANCED SCENARIO														
STATEMENT OF CASH FLOWS														
\$ '000	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Actual	Actual	Adopted Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Cash Flows from Operating Activities</b>														
<b>Receipts:</b>														
Rates & annual charges	16,038	16,393	17,232	16,746	17,068	17,494	17,932	18,380	18,839	19,310	19,793	20,288	20,795	21,315
User charges & fees	4,371	3,495	3,608	3,358	3,764	3,858	3,954	4,053	4,154	4,258	4,365	4,474	4,586	4,700
Investment & interest revenue received	340	740	571	503	693	853	928	910	909	923	955	1,001	1,065	1,148
Grants & contributions	10,337	13,996	13,690	9,702	7,725	7,879	8,037	8,198	8,121	8,284	8,449	8,618	8,791	8,967
Bonds, deposits & retention amounts received	-	-	24	-	-	-	-	-	-	-	-	-	-	-
Other	871	3,536	2,036	489	475	487	499	512	525	538	551	565	579	593
<b>Payments:</b>														
Employee benefits & costs	(17,669)	(14,166)	(14,756)	(13,539)	(13,831)	(13,879)	(14,050)	(14,345)	(14,406)	(14,708)	(15,017)	(15,333)	(15,655)	(15,983)
Materials & contracts	(6,100)	(6,792)	(6,591)	(5,569)	(5,410)	(5,322)	(5,346)	(5,370)	(5,394)	(5,419)	(5,443)	(5,468)	(5,492)	(5,517)
Borrowing costs	(355)	(362)	(434)	(504)	(605)	(576)	(549)	(523)	(501)	(478)	(454)	(428)	(402)	(374)
Bonds, deposits & retention amounts refunded	-	(21)	-	-	-	-	-	-	-	-	-	-	-	-
Other	(5,037)	(4,611)	(3,210)	(3,885)	(3,823)	(3,633)	(3,650)	(3,666)	(3,683)	(3,699)	(3,716)	(3,732)	(3,749)	(3,766)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>2,796</b>	<b>12,208</b>	<b>12,169</b>	<b>7,300</b>	<b>6,056</b>	<b>7,161</b>	<b>7,755</b>	<b>8,149</b>	<b>8,564</b>	<b>9,009</b>	<b>9,483</b>	<b>9,985</b>	<b>10,518</b>	<b>11,083</b>
<b>Cash Flows from Investing Activities</b>														
<b>Receipts:</b>														
Sale of investment securities	4,073	8,500	378	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	82	138	1,817	211	220	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	39	46	-	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>														
Purchase of investment securities	(4,123)	(5,729)	(2,189)	(15,000)	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(2,203)	(4,275)	(9,166)	(9,760)	(9,214)	(7,633)	(7,666)	(7,700)	(7,734)	(7,768)	(7,802)	(7,837)	(7,871)	(7,906)
Deferred debtors & advances made	-	-	(5)	-	-	-	-	-	-	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>	<b>(2,132)</b>	<b>(1,320)</b>	<b>(9,165)</b>	<b>(24,549)</b>	<b>(8,994)</b>	<b>(5,633)</b>	<b>(5,666)</b>	<b>(5,700)</b>	<b>(5,734)</b>	<b>(7,768)</b>	<b>(7,802)</b>	<b>(7,837)</b>	<b>(7,871)</b>	<b>(7,906)</b>
<b>Cash Flows from Financing Activities</b>														
<b>Receipts:</b>														
Proceeds from borrowings & advances	1,000	-	-	10,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>														
Repayment of borrowings & advances	(352)	(698)	(1,547)	(783)	(628)	(591)	(552)	(492)	(514)	(537)	(562)	(587)	(614)	(641)
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>	<b>648</b>	<b>(698)</b>	<b>(1,547)</b>	<b>9,217</b>	<b>(628)</b>	<b>(591)</b>	<b>(552)</b>	<b>(492)</b>	<b>(514)</b>	<b>(537)</b>	<b>(562)</b>	<b>(587)</b>	<b>(614)</b>	<b>(641)</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>	<b>1,312</b>	<b>10,190</b>	<b>1,457</b>	<b>(8,032)</b>	<b>(3,566)</b>	<b>937</b>	<b>1,536</b>	<b>1,957</b>	<b>2,316</b>	<b>704</b>	<b>1,119</b>	<b>1,562</b>	<b>2,033</b>	<b>2,536</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>	<b>6,840</b>	<b>8,153</b>	<b>18,343</b>	<b>19,800</b>	<b>11,768</b>	<b>8,202</b>	<b>9,139</b>	<b>10,675</b>	<b>12,632</b>	<b>14,949</b>	<b>15,653</b>	<b>16,772</b>	<b>18,334</b>	<b>20,367</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>8,153</b>	<b>18,343</b>	<b>19,800</b>	<b>11,768</b>	<b>8,202</b>	<b>9,139</b>	<b>10,675</b>	<b>12,632</b>	<b>14,949</b>	<b>15,653</b>	<b>16,772</b>	<b>18,334</b>	<b>20,367</b>	<b>22,903</b>
<b>Assumptions</b>														
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%	97.00%	97.00%
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%	97.00%	97.00%
General Index		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Investment interest rate		0.00%	2.50%	2.70%	3.00%	3.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Overdue rates interest rate		0.00%	8.00%	7.50%	7.50%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	8.50%	8.50%	8.50%

LONG TERM FINANCIAL PLAN - BALANCED SCENARIO														
FINANCIAL RATIOS														
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Actual	Actual	Actual	Adopted Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Operating Ratio</b>														
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-9.76%	9.12%	-0.88%	-6.32%	-6.03%	-3.79%	-1.93%	-0.69%	0.40%	1.60%	2.79%	3.93%	5.10%	6.29%
Benchmark - Greater than 0%														
(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions														
<b>Cash Expense Cover Ratio</b>														
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	3.67	9.40	9.86	12.26	11.71	12.31	12.97	13.76	14.85	14.98	15.30	15.82	16.54	17.46
Benchmark - Greater than 3.0 months														
(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12														
<b>Current Ratio</b>														
<i>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.</i>	1.72	3.05	3.04	3.79	3.81	3.58	3.53	3.53	3.57	3.64	3.72	3.89	4.09	4.32
Benchmark - Greater than 1.5														
current assets / current liabilities														
<b>Unrestricted Current Ratio</b>														
<i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	1.45	2.23	1.80	3.13	3.15	3.38	3.16	3.08	3.13	3.21	3.31	3.50	3.71	3.96
Benchmark - Greater than 1.5														
current assets less all external activities / current liabilities, less specific purpose liabilities														
<b>Own Source Operating Revenue</b>														
<i>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</i>	64.79%	62.39%	62.64%	69.19%	74.58%	74.44%	74.57%	74.66%	75.26%	75.35%	75.43%	75.51%	75.60%	75.70%
Benchmark - Greater than 60%														
rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)														
<b>Debt Service Cover Ratio</b>														
<i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>	4.03	11.08	3.78	5.62	4.68	5.59	6.41	7.37	7.79	8.23	8.67	9.14	9.60	10.10
Benchmark - Greater than 2.0														
operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs														
<b>Interest Cover Ratio</b>														
<i>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</i>	7.44	29.15	-0.90	14.35	9.53	11.32	12.85	14.30	15.78	17.47	19.40	21.67	24.27	27.42
Benchmark - Greater than 4.0														
operating result before interest and depreciation (EBITDA) / interest expense														
<b>Capital Expenditure Ratio</b>														
<i>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</i>	0.37	0.63	1.38	1.52	1.33	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Benchmark - Greater than 1.1														
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.

## 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?

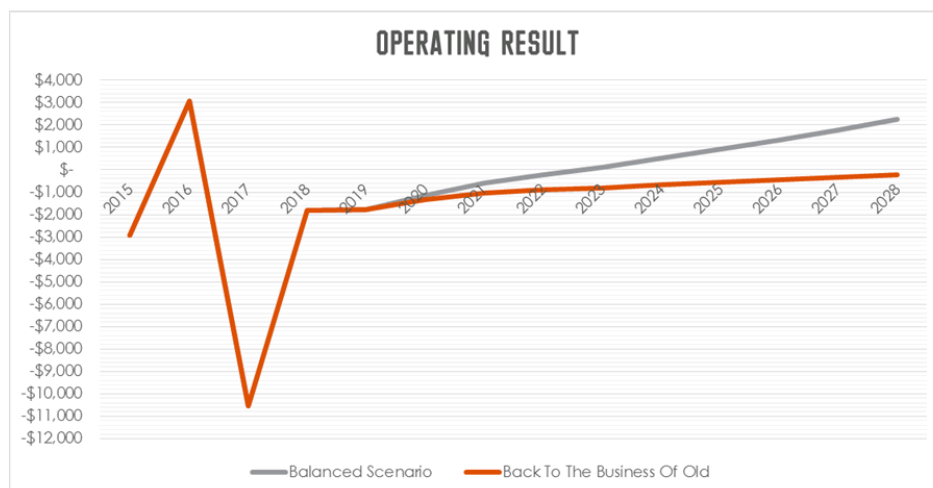
Our plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the

external economic environment, State and Federal Government decisions including changes to legislation. The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's 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 have a cash reduction of more than \$10m as opposed to the balanced scenario.



**SCENARIO 2 – MINE CLOSURE IN 2023**

Broken Hill's reliance on mines operating within the Local Government Area is significant.

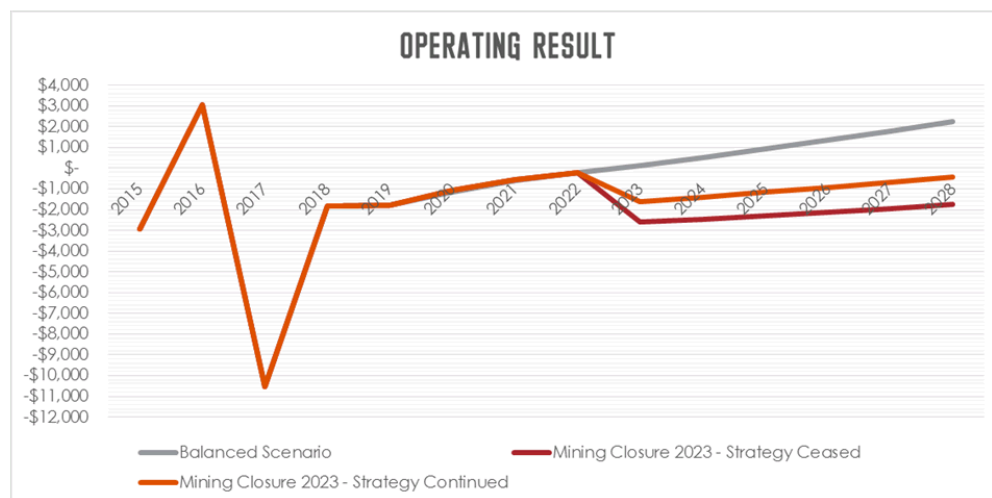
Council and its community are at significant financial risk based upon the reliance of rates from just two ratepayers - the two mines. In recent years, the potential impact of this reliance has been felt with a recent valuation objection placing some uncertainty over a potential for overpaid rates of \$6.8m to be payable by Council, funds that were not available given Council's financial position.

Over the past five 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 2018/2019 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. 2018/2019 is the fourth year of this strategy and would see the mines contributing 14% 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.

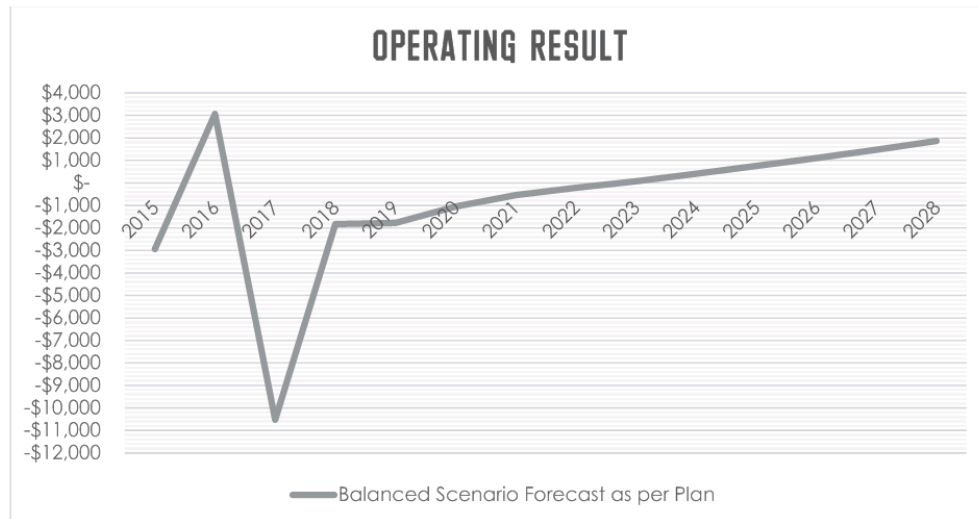
TCorp have advised in their latest draft report on Council's financial sustainability, that the responsible and diligent strategy in place to mitigate the potential risk of mining reduction and/or cessation in Broken Hill is paramount in remaining sustainable and improving Council's outlook if such an event were to take place.



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.

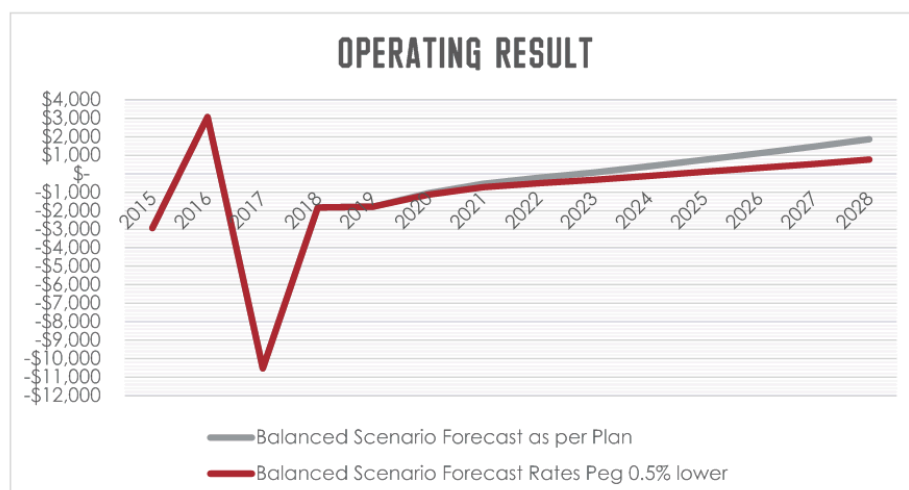


The below section illustrates the financial effect on Council's result if certain assumptions were to change.

**Rates**

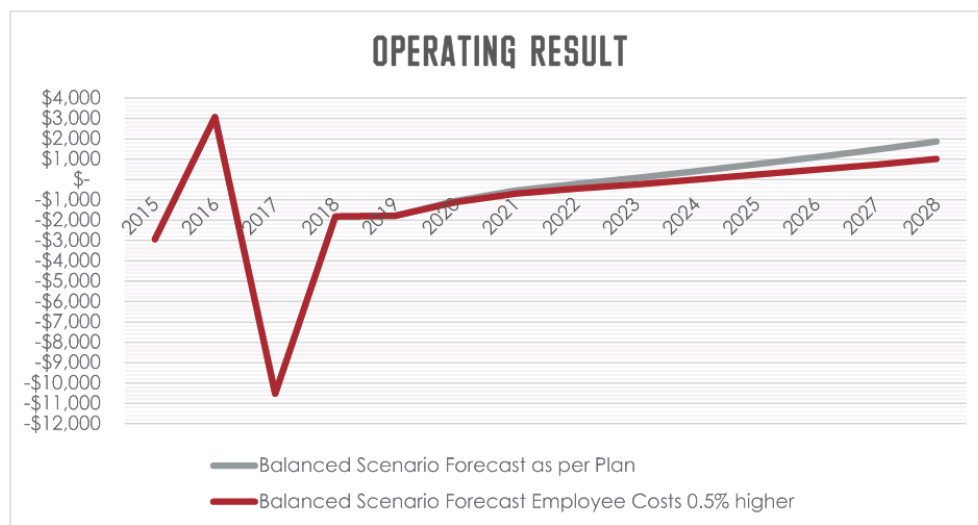
Rate income comprises of 53% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage if a special rate variation is submitted and approved.

If rates are held 0.5% pa below the predicted rate pegging percentage, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.

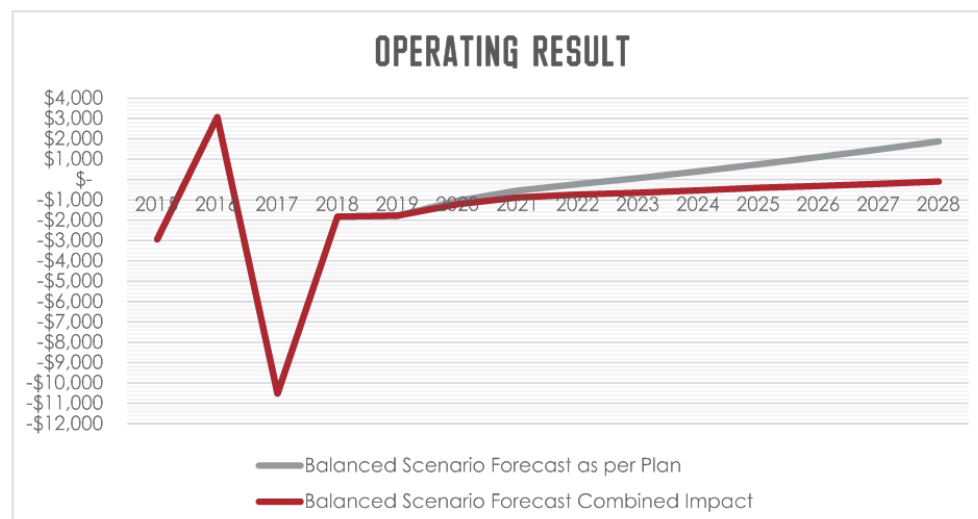


**Employee Costs**

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 1% unfavourable variance in our assumptions for both Rates and Employee Costs.



## 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 2018/2019 budget is -6.03. 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 2018/2019 budget is 11.71 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 2018/2019 budget is 3.81.

- **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 2018/2019 budget is 3.15.

- **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 2018/2019 budget is 74.58%.

- **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 2018/2019 budget is 4.68.

- **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 2018/2019 budget is 9.53.

- **Building and Infrastructure Backlog Ratio**

This ratio shows 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 2018/2019 budget is 1.0.

- **Building and Infrastructure Asset 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 2018/2019 budget is 133%.

- **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 2018/2019 is 1.33.

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.



## 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 TCorp 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 2018/19 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.





[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)

## ORDINARY MEETING OF THE COUNCIL

March 27, 2018

**ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 53/18

SUBJECT:                      DRAFT AGENCY INFORMATION GUIDE 2018                      11/118

**Recommendation**

1. That Broken Hill City Council Report No. 53/18 dated March 27, 2018, be received.
2. That Council review the Draft Agency Information Guide 2018.
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.

**Executive Summary:**

Council must have in place an Agency Information Guide in accordance with Section 20 of the *Government Information (Public Access) Act 2009* (the Act). The Act states:

- (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's current Agency Information Guide was adopted 29 April 2017, minute number 45523. The Act states an agency must review its Agency Information Guide and adopt a new agency guide at intervals of not more than 12 months.

The Act states in Section 21:

Adoption and review of agency information guide

*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.*

In accordance with Section 22 of the Act Council is required, prior to adopting a new or amending a current Agency Information 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.*

The Agency Information Guide has been reviewed and the following changes have been made to the Draft Agency Information Guide in line with Council procedures and processes, updated information and feedback received in June 2017 from the Information and Privacy Commission's Investigation & Review Officer, Tihara Clayton:

Section	Changes made
2. About the City	Removed uncredited quote 'We believe in hard work and getting things done. We say what we really think and act on what we really feel. BS, fakes, virtual living and superficiality are our enemies.'
3. About Our People	Table information updated, information sourced from profile.id.com.au and abs.gov.au.
4. About Council	Updated Deputy Mayor Marion Browne and Councillor David Gallagher accordingly.
6. Council Organisation Structure	Updated image to latest public release Organisation Structure – October 2017.
9.2 Written Submissions to Council and Councillors	Updated information to PO Box 448.
9.3 Council Business Papers	Updated '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.' to 'Agendas can also be viewed at the Charles Rasp Memorial Library or at Council's Administrative Centre. Minutes from previous Council meetings are also made publicly available on Council's website as soon as possible after they have been endorsed.'

9.4 Community Consultation – Having Your Say	<p>Updated '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.'</p> <p>to</p> <p>'Council invites the community to have their say on the formation of Council's policy and service delivery. Council communicates with the community and encourages communication and feedback through various channels such as Council's website, Council's official Social Media channels, surveys, advertising in the local newspaper, radio stations and media releases.'</p>
11.2 Computer Records	<p>Updated 'Council has an Electronic Document and Records Management System (TRIM). All incoming and outgoing correspondence is registered in TRIM.</p> <p>Council utilise Civica and its Authority Customer Requests Management (CRM) application to record all customer requests and complaints.'</p> <p>to</p> <p>'Council has an Electronic Document and Records Management System (TRIM). Relevant incoming and outgoing correspondence is registered in TRIM.</p> <p>Council utilise Civica and its Authority Customer Requests Management (CRM) application to record relevant customer requests and complaints.'</p>
12. How Do I Contact Council?	Updated information to PO Box 448.
12.1 Contact	<p>Updated information to PO Box 448.</p> <p>Updated 'If you wish to learn more about your right to information, please contact the Office of the Information Commissioner at <a href="http://www.oic.nsw.gov.au">www.oic.nsw.gov.au</a>'</p> <p>to</p> <p>'If you wish to learn more about your right to information, please contact the Information and Privacy Commission at <a href="http://www.ipc.nsw.gov.au">www.ipc.nsw.gov.au</a>'</p>

**Strategic Direction:**

Key Direction: 4 Our Leadership  
 Objective: 4.1 Openness and Transparency in Decision Making  
 Function: Leadership & Governance  
 DP Action: 4.1.1.21 Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

**Relevant Legislation:**

*Government Information (Public Access) Act 2009*

**Financial Implications:**

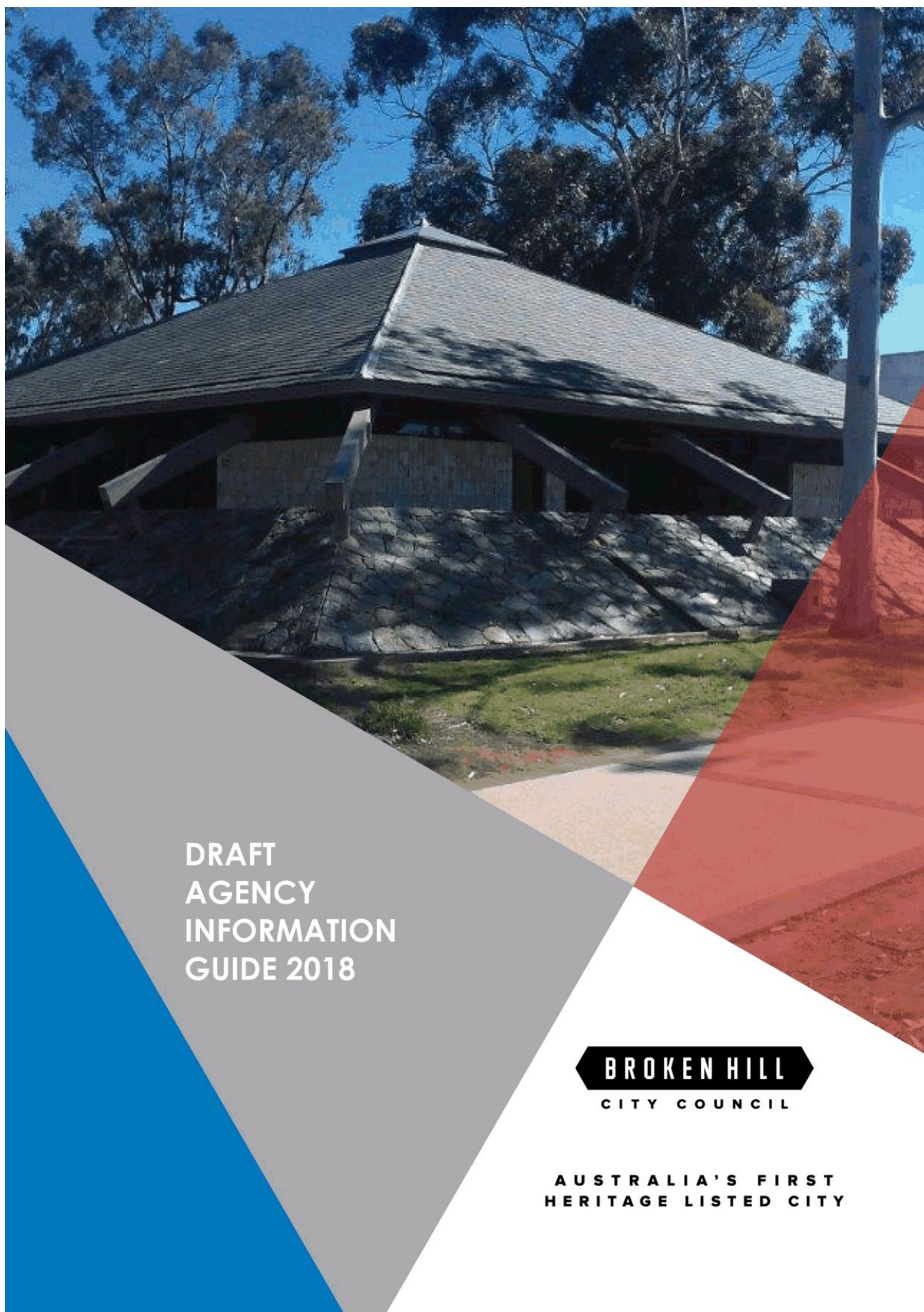
Operational costs only, no additional expenditure required.

**Attachments**

1. DRAFT AGENCY INFORMATION GUIDE 2018  
[!\[\]\(c4e832c0058d10251e725b53718fb36d\_img.jpg\)](#)
2. FEEDBACK CORRESPONDENCE RECEIVED FROM THE INFORMATION  
AND PRIVACY COMMISSION 16 JUNE 2017  
[!\[\]\(3dc37de88a2534b92104d94a85d1c051\_img.jpg\)](#)

RAZIJA NU'MAN  
DIRECTOR CORPORATE

JAMES RONCON  
GENERAL MANAGER



**DRAFT  
AGENCY  
INFORMATION  
GUIDE 2018**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**



QUALITY CONTROL			
KEY DIRECTION	4 Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
FUNCTION	Leadership & Governance		
STRATEGY	4.1.1.21 Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements		
FILE REFERENCE No	11/118	TRIM No	D16/1194
RESPONSIBLE OFFICER	Public Officer		
REVIEW DATE	March 2019		
DATE	ACTION	MINUTE No	
27 July 2011	Adopted by Council	42940	
March 2017	Document reviewed and amended	N/A	
29 March 2017	Endorsed for release to Information Commissioner	45501	
26 April 2017	Adopted	45523	
16 June 2017	Information and Privacy Commission (IPC) assessment	N/A	
March 2018	Document reviewed and amended	N/A	
NOTES	Front cover image: Council Chamber		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2017-2021 Schedule of Fees and Charges 2018/2019 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* (GIPA).

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 GIPA 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
- 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. 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 two-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.

### 3. ABOUT OUR PEOPLE

The Broken Hill City Community Profile provides demographic analysis for the City.

BROKEN HILL CITY	
Land area	170km <sup>2</sup>

**Location** 1,100km west of Sydney and  
500km east of Adelaide

#### DEMOGRAPHICS

Estimated Resident Population 2016 18,027

Projected population in 2026 17,600

Female population – Census 2016 51.3%

Male population – Census 2016 48.6%

Identifying as Aboriginal and Torres Strait Islander – Census 2016 8.5%

Number of occupied dwellings 8,838

Number of unoccupied dwellings 820

Average household size 2.17

Proportion of households; couples with children 19%

Households containing only one person 32.8%

#### OUR ENVIRONMENT

Mean Rain (mm) 259.8

Median Rain (mm) 241.9

Sources: [profile.id.com.au](http://profile.id.com.au) and [abs.gov.au](http://abs.gov.au)

#### OUR ECONOMY

Gross Regional Product \$0.93 billion  
0.2% of the state

Local jobs 7,042

Employed residents 7,914

Local businesses 957

People working in health care and social assistance 15.8%

People working in retail 14.4%

People working in accommodation and food services 9.8%

2015/2016 total tourism and hospitality sales in the City \$82m, total value added \$41m

High income earners 19%

Low income earners 17.1%

Full-time employment 64.6%

Part-time employment 34%

Unemployment rate - 2011 6.23%

Labour force – 2011 50.3%

#### EDUCATION

Tertiary Qualification 1,693

Education qualifications – Year 12 or equivalent 24.9%

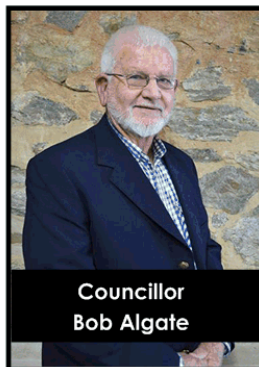
Attended educational institution 19%

## 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.



## 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.

### 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**

This means we:

- Are inclusive
- Respect diversity and how different people think
- Value doing it together
- Have a genuine sense of humanity

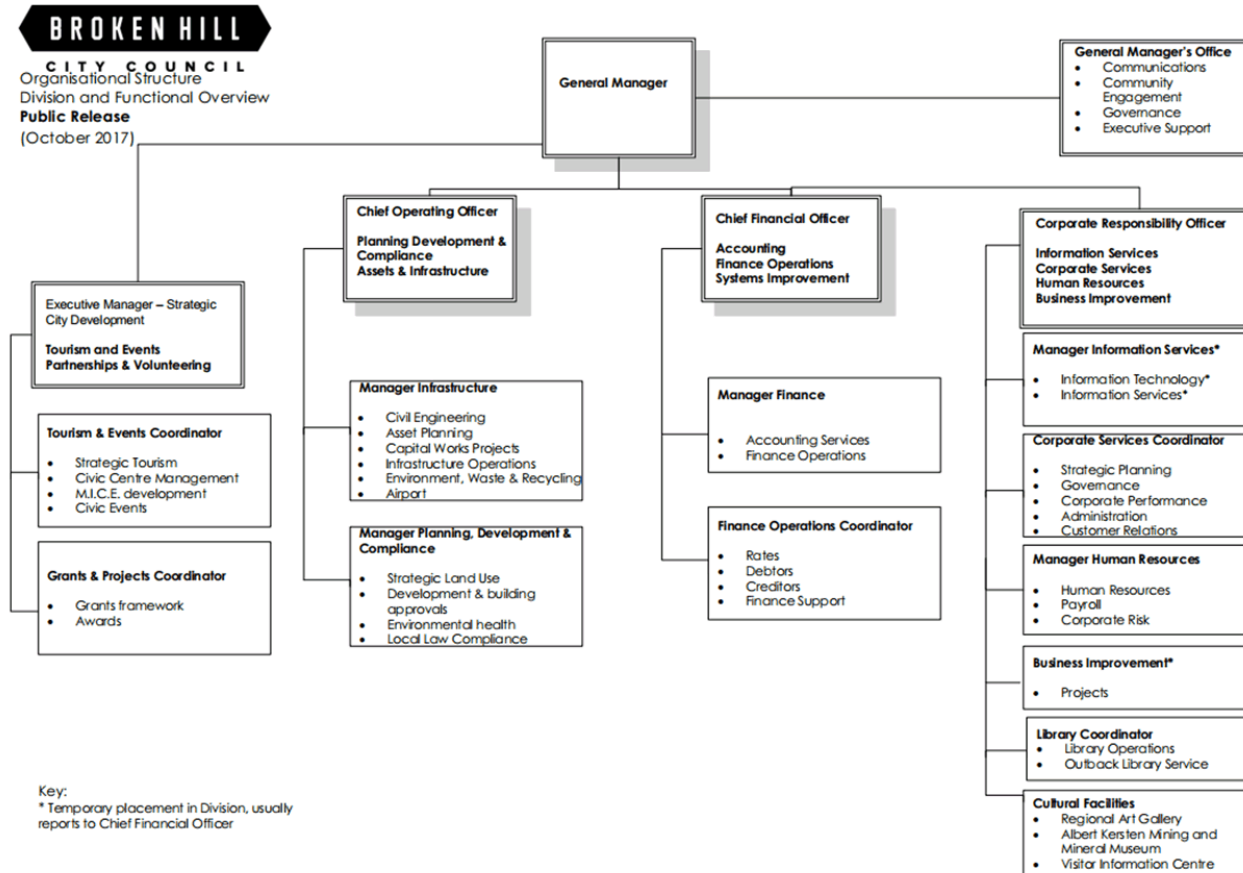
#### FEARLESS

**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 decisions

## 6. COUNCIL ORGANISATION STRUCTURE



### 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*.

## 7. FUNCTIONS OF COUNCIL

KEY DIRECTION 1 – OUR COMMUNITY	KEY DIRECTION 3 – OUR ENVIRONMENT
<b>Arts &amp; Culture</b> Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Minerals Museum Broken Hill Archives <b>Community Development</b> Community Assistance <b>Community Facilities</b> Cemetery Broken Hill Regional Aquatic Centre Halls and Community Centres Public Amenities <b>Local Transport</b> Bus Shelters Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control <b>Open Spaces</b> Parks and Reserves Sportsgrounds <b>Public Health</b> Health Administration and Inspections <b>Public Order</b> Sustainability and Environmental Management Parking and Other Ranger Services Animal Control <b>Public Safety</b> Street Lighting Emergency Services	<b>Waste Management</b> Waste Management Operations Garbage Collection Street Cleaning <b>Sustainability After Mining</b> Willyama Common Regeneration Area <b>Natural Environment</b> Noxious Weeds Living Desert <b>Environmental Footprint</b> Water Energy <b>Built Environment</b> Historic Buildings Preservation Town Planning <b>Stormwater Management</b> Stormwater Drainage Kerb and Gutter
KEY DIRECTION 2 – OUR ECONOMY	KEY DIRECTION 4 – OUR LEADERSHIP
<b>Economic Development</b> Economic Development Civic Centre Area Promotion and Events <b>Property Development</b> Land Development and Sales <b>Strategic Transport</b> Regional Roads State Roads Airport <b>Tourism Development</b> Tourism <b>Film</b> Film Promotion Film Activities	<b>Leadership &amp; Governance</b> Elected Members General Manager <b>Financial Management</b> Corporate Services Management Financial Control Revenue Payroll Procurement and Payables <b>Corporate Support</b> Risk Management and Insurance Information Technology Services Records Management Human Resources Governance Business Excellence <b>Customer Relations</b> Media and Communications Customer Relations <b>Asset Management</b> Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services <b>Operations Management</b> Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works <b>Buildings &amp; Property</b> Buildings - Structures Maintenance and Operations Buildings - Property Commercial

## 8. HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC

All Council's 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.

### 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 Participation 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.

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 ratepayers 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 448  
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.

Agendas can also be viewed at the Charles Rasp Memorial Library or at Council's Administrative Centre.

Minutes from previous Council meetings are also made publicly available on Council's website as soon as possible after they have been endorsed.

### **9.4 Community Consultation – Having Your Say**

Council invites the community to have their say on the formation of Council's policy and service delivery. Council communicates with the community and encourages communication and feedback through various channels such as Council's website, Council's official Social Media channels, surveys, advertising in the local newspaper, 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.

Exhibition documents are available on Council's website, 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

1. Alma Oval Community Committee
2. BIU Band Hall Community Committee
3. ET Lamb Memorial Oval Community Committee
4. Friends of the Flora and Fauna of the Barrier Ranges Community Committee
5. 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

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
- Equal Employment Opportunity 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
- Land Register
- Register of Investments
- 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 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.

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). Relevant incoming and outgoing correspondence is registered in TRIM.

Council utilise Civica and its Authority Customer Requests Management (CRM) application to record relevant 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 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 *Government 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 statutory fee applies to all formal applications. Additional processing costs may be charged if required.

Formal Application forms are available at Council's Administrative 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.

## 12. HOW DO I CONTACT COUNCIL

HOW?	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300
FAX	08 8088 3424
EMAIL	<a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>
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 448  
Broken Hill NSW 2880  
Phone: 08 8080 3300  
Email: [council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au)

If you wish to learn more about your right to information, please contact the Information and Privacy Commission at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

**BROKEN HILL**

CITY COUNCIL

[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)



Enquiries: Tihara Clayton  
Telephone: (02) 8071 7057  
Our reference: IPC17/A000235

16 June 2017

Ms McLaughlin  
Corporate Services Officer  
240 Blende St  
PO Box 448  
Broken Hill NSW 2880

Dear Ms McLaughlin

**Feedback on Broken Hill City Council's Agency Information Guide**

Thank you for your email of 6 April 2017 notifying the Information Commissioner of amendment of Broken Hills City Council's Agency Information Guide (AIG).

AIGs provide a mechanism to make government information accessible, promote currency of information and appropriate release, and support the management of government information as a strategic asset.

In December 2016, the Information Commissioner released new AIG guidance materials on the Information and Privacy Commission's (IPC) website, including *Guideline 6: Agency Information Guides*, a self-assessment checklist for agencies and a fact sheet on AIGs and the public. The IPC's AIG resources can be found at <http://www.ipc.nsw.gov.au/agency-information-guide>.

I have assessed Broken Hill City Council's AIG against the requirements of sections 20 to 22 of the *Government Information (Public Access) Act 2009* (GIPA Act), and guidance published by the IPC. In my assessment, I have considered the AIG available on Council's website, which is dated April 2017. My feedback is attached to this letter and is intended to assist Council when it next reviews its AIG in accordance with section 21 of the GIPA Act, at an interval of not more than 12 months.

Please do not hesitate to contact me on (02) 8071 7057 or by email to [tihara.clayton@ipc.nsw.gov.au](mailto:tihara.clayton@ipc.nsw.gov.au), if you have any questions about the feedback.

Yours sincerely

Tihara Clayton  
**Investigation & Review Officer**

**Assessment Results for Broken Hill City Council's AIG**

We conducted the assessment using the questions in the IPC's self-assessment checklist for agencies, which is published on the IPC's website at <http://www.ipc.nsw.gov.au/resources-public-sector-agencies-0>. The self-assessment checklist reflects the requirements of the GIPA Act and provides additional guidance. The checklist does not prescribe the structure and format that an AIG should follow. Rather, it is a practical tool for an agency to assess the content of its AIG once it has been prepared.

For practical guidance on how to prepare an AIG, please refer to the [Guideline for Agency Information Guides](#).

Mandatory Practice questions relate to the mandatory elements of the GIPA Act and agencies are strongly encouraged to complete them. Recommended Practice questions in the checklist have been included in italics to assist and guide an agency on how they may satisfy or demonstrate the requirements under the GIPA Act, or how to best promote and enhance Open Government, Open Data, and public participation. While these elements are not mandatory, they may assist agencies to assess their maturity in the utilisation of AIGs.

Assessment questions	Status	Comments
<b>Open access information (Sections 6(2) &amp; 18(a) of the GIPA Act)</b>		
1 <b>Mandatory Practice:</b> Has the agency made its AIG publicly available on its website?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<i><b>Recommended Practice:</b> Is it easily accessible on the agency's website, such as on its 'access to information' page?</i>	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<b>Adoption and review of AIGs (Section 21 of the GIPA Act)</b>		
2 <b>Mandatory Practice:</b> Has the agency reviewed its AIG and adopted a new AIG at an interval of not more than 12 months?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<i><b>Recommended Practice:</b> Does the AIG include the date it was last reviewed/adopted/amended?</i>	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<b>AIG requirements (Section 20(1) of the GIPA Act)</b>		
3 <b>Mandatory Practice:</b> Does the AIG describe the structure of the agency?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
<i><b>Recommended Practice:</b> Does the AIG describe the multiple divisions of the agency if applicable?</i>	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<i><b>Recommended Practice:</b> Does the AIG describe how the agency operates in a cluster arrangement if applicable?</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A	
<i><b>Recommended Practice:</b> Does it link to other agency AIGs where appropriate?</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A	
4 <b>Mandatory Practice:</b> Does the AIG describe the functions of the agency?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	

Assessment questions	Status	Comments
5 <b>Mandatory Practice:</b> Does the AIG describe the way in which the functions, especially decision-making functions, of the agency affect members of the public?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
6 <b>Mandatory Practice:</b> Does the AIG specify any arrangements that exist to enable members of the public to participate in the formulation of the agency's policies?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
7 <b>Mandatory Practice:</b> Does the AIG specify any arrangements that exist to enable members of the public to participate in the exercise of the agency's functions?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
8 <b>Mandatory Practice:</b> Does the AIG identify the various kinds of government information held by the agency?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
9 <b>Mandatory Practice:</b> Does the AIG identify the kinds of government information held by the agency that the agency makes or <u>will make</u> publicly available?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
10 <b>Mandatory Practice:</b> Does the AIG specify the manner in which the agency makes or will make government information publicly available?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
11 <b>Mandatory Practice:</b> Does the AIG identify the kinds of information that are made publicly available free of charge?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
12 <b>Mandatory Practice:</b> Does the AIG identify the kinds of information that will be made publicly available free of charge?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
13 <b>Mandatory Practice:</b> Does the AIG identify the kinds of information for which a charge is imposed?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
14 <b>Mandatory Practice:</b> Does the AIG identify the kinds of information for which a charge will be imposed?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
<b>AIG Government Information (Section 20(2) of the GIPA Act)</b>		
15 <b>Mandatory Practice:</b> Has the agency made government information publicly available as provided by its AIG?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
<b>Recommended Practice:</b> Is there a process for ensuring information is released, such as through a pro-active release strategy or committee?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
<b>Local authorities (Section 20(3) of the GIPA Act)</b>		
16 <b>Mandatory Practice:</b> Where the Director General of the Department of Local Government (now the Chief Executive of the Office of Local Government), in consultation with the Information Commissioner, has	<input type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	

Level 17, 201 Elizabeth Street, Sydney NSW 2000 | GPO Box 7011, Sydney NSW 2001  
 t 1800 ipc nsw (1800 472 679) | f 02 8114 3756 | e ipcinfo@ipc.nsw.gov.au  
[www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

Assessment questions	Status	Comments
adopted mandatory provisions for inclusion in the AIGs of local authorities – has the AIG (of a <u>local authority</u> ) included the mandatory provision, unless otherwise approved by the Director General in a particular case? [Note references to the Director General of the Department of Local Government should be read as the Chief Executive Officer, Office of Local Government]	<input checked="" type="checkbox"/> N/A	
<b>Role of the Information Commissioner (Section 22(1) of the GIPA Act)</b>		
17 <b>Mandatory Practice:</b> Has the agency notified the Information Commissioner before adopting or amending its AIG?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<b>Open Government, Open Data &amp; public participation</b>		
18 <b>Recommended Practice:</b> Does the AIG adopt a core set of headings in line with the Guideline for AIGs to promote consistency across the government sectors and make it easier for the public to find the information that they seek?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
19 <b>Recommended Practice:</b> Generally consider – How does the AIG promote Open Government?		
<b>Recommended Practice:</b> Does the AIG provide a public resource that informs citizens about the information that the agency holds, the agency's engagement channels, and its decision-making processes?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> PART <input type="checkbox"/> NO	
20 <b>Recommended Practice:</b> Generally consider – How does the AIG identify any data held by the agency and detail the way the agency will make the data open to citizens?		
<b>Recommended Practice:</b> Does the AIG link to other open data initiatives such as <a href="http://data.nsw.gov.au">data.nsw.gov.au</a> ?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Website address: <a href="http://www.oic.nsw.gov.au">www.oic.nsw.gov.au</a> on page 16 of 17 is invalid.
21 <b>Recommended Practice:</b> Generally consider – How does the AIG inform the public about how the agency engages with citizens and stakeholders on the formulation of policy and service delivery?		

**Assessment conducted by:** Tihara Clayton, Investigation and Review Officer

**Date conducted:** 16 June 2017

## ORDINARY MEETING OF THE COUNCIL

March 2, 2018

**ITEM 5**BROKEN HILL CITY COUNCIL REPORT NO. 54/18SUBJECT:                      ADOPTION OF DRAFT SOCIAL MEDIA POLICY                      12/14**Recommendation**

1. That Broken Hill City Council Report No. 54/18 dated March 2, 2018, be received.
2. That Council adopts the draft Social Media Policy as a policy of Council.
3. That Council notes that adoption of the draft Social Media Policy will render Council's Social Networking and Online Media Policy obsolete.

**Executive Summary:**

Council considered the draft Social Media Policy at its Ordinary Council Meeting held 28 February 2018 and resolved to place the draft policy on public exhibition as per Section 160 of the *Local Government Act 1993*.

The draft policy was subsequently placed on public exhibition for a period of twenty eight days concluding on 3 April 2018, at which time Council received nil submissions from the public.

**Report:**

Council's Social Networking and Online Media Policy has been retitled and revised to better align with Council's broader Media Relations Policy (Report No. 87/17, adopted 31/5/2017) and ensure it remains current and relevant.

This new draft Social Media Policy better outlines expectations and obligations for Council representatives when engaging in social media in both an official and personal capacity. There is a growing expectation for Council and its representatives to engage with the community via social media.

Utilising social media can allow Council to be more active in its relationship with residents, and provide timely, targeted, and effective communication.

Council previously created a Social Networking and Online Media Policy in order to ensure this engagement is conducted appropriately and in line with Council's Media Relations Policy and Model Code of Conduct.

This review of the policy will provide a significant overhaul of the existing document to ensure it remains relevant and current with today's social media platforms.

Care has also been taken to ensure that this policy, where practicable and reasonable, does not inhibit free speech for Council representatives.

This policy is to be read in conjunction with Council's Media Relations Policy, Social Media Guidelines, and Model Code of Conduct.

Other associated documents include Council's Disciplinary Policy, Email Internet and Computer Systems Usage Policy, and Customer Service Strategy.

In accordance with Section 160 of the *Local Government Act 1993* the draft Social Media Policy was placed on public exhibition for a period of twenty eight days closing 3 April 2018, during which time nil submission were received by Council.

**Strategic Direction:**

Key Direction:	4 Our Leadership
Objective:	4.4 Our Community is Engaged and Informed
Function:	Customer Relations
DP Action:	Develop a communications strategy aimed at increasing information provision and engagement of our community

**Relevant Legislation:**

*Anti-Discrimination Act 1977*

*Archives Act 1983*

*Children and Young Persons (Care and Protection) Act 199*

*Copyright Act 1968*

*Copyright Amendment Act 2006*

*Copyright Amendment (Disability Access and Other Measures) Act 2017*

*Defamation Act 2005*

*Local Government Act 1993*

*Privacy Act 1988*

*Privacy and Personal Information Protection Act 1998*

*State Records Act 1998*

**Financial Implications:**

Nil

**Attachments**

1. [!\[\]\(206a54bde6bcf61feef401e1259c05b2\_img.jpg\)](#) Draft Social Media Policy

JAMES RONCON  
GENERAL MANAGER

## DRAFT SOCIAL MEDIA POLICY

QUALITY CONTROL		
TRIM REFERENCES	D17/9747	
RESPONSIBLE POSITION	Communications & Community Engagement Coordinator	
APPROVED BY		
REVIEW DATE		REVISION NUMBER
EFFECTIVE DATE	ACTION	MINUTE NUMBER
Only include the last revision (PLEASE DELETE THIS ROW)		

### 1. INTRODUCTION

Australians are among the most prolific users of social media in the world, and expectations are growing on councils to engage, work openly, be more accountable and move quicker on issues. Social media represents opportunities to achieve real value by engaging residents, listening more and harnessing local energy.

Social media can:

- Increase residents' access to Council
- Increase Council's access to residents and improve the accessibility of Council communication
- Allow Council to be more active in its relationship with residents, partners and other stakeholders
- Increase the level of trust in Council
- Reach targeted audiences on specific issues, events and programs
- Provide effective, fast communication channels during crises
- Provide insights into how council is perceived

### 2. POLICY OBJECTIVE

To provide a policy position in respect to the expectations of Council's representatives when engaging in social media, in both an official and personal capacity.

### 3. POLICY SCOPE

This Policy applies to Councillors, Council officers, volunteers, consultants and contractors.

**4. POLICY STATEMENT****4.1** Authorised Users using social media must:

- Only disclose publicly available information, or information intended to be made publicly available at the time of disclosure.
- Publish copyright or trademark material only with permission from the copyright/trademark holder.
- Ensure that information posted on accounts they oversee is not illegal, libellous, discriminatory, defamatory, abusive or obscene.
- Maintain compliance with the Model Code of Conduct, and all other relevant Council policies when publishing content.
- Ensure parental consent has been obtained before posting an image of a minor, except where the minor's identity cannot be determined by a viewer.
- Use the content flowchart (attached) to determine if the content should be posted.
- Respond to genuine enquires within the timeframe outlined in the Customer Service Strategy where possible.
- Only engage in public conversation where relevant and appropriate.
- Not release CCTV footage on Council's social media without authorisation from the General Manager.
- Not communicate on behalf of the Mayor or Councillors without authorisation from the General Manager.

**4.2** The Communications and Community Engagement Coordinator and the Digital Officer will monitor content posted on official social media channels to ensure adherence to the social media policy and associated documents.

**4.3** Authorised Users will moderate user content. Any content that the Authorised User believes breaches this policy or associated documents is to be reported to the Digital Officer or the Communications and Community Engagement Officer. Offending content will be documented before being removed.

**4.4** Council representatives must not use personal accounts in a manner that is likely to bring Council or its representatives into disrepute.

**4.5** Council Representatives must not use their personal accounts to allude to or disclose information about Council, upcoming projects or events, or any other information that is not already in the public domain.

**4.6** Council may utilise live streaming at Council meetings and events. During meetings, a disclaimer will be published in the business papers informing attendees they are consenting to their image, voice and comments being recorded and published. The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Attendees will also be advised that they may be subject to legal action if they engage in unlawful behaviour or commentary. Signage will be posted at events to inform the public if live streaming is in process.

**4.7** Non-compliance with the Social Media Policy by employees will be managed in line with Council's Disciplinary Policy. Non-compliance by all other Council Representatives will be managed through the relevant Code of Conduct disciplinary systems.

## **5. IMPLEMENTATION**

### **5.1. Roles and Responsibilities**

The following Council officers are responsible for the implementation and the adherence to this policy:

- General Manager
- Communications and Community Engagement Coordinator
- Digital Officer
- Authorised Users

### **5.2. Communication**

This Policy will be communicated to staff in accordance with Council's Policy, Procedure and Process Framework. Following approval by the General Manager, the Policy will be made available on Council's intranet.

### **5.3. Associated Documents**

The following documentation is to be read in conjunction with this policy.

- BHCC Model Code of Conduct
- BHCC Disciplinary Policy
- BHCC Email, Internet and Computer Systems Usage Policy
- BHCC Media Relations Policy
- BHCC Social Media Guidelines
- BHCC Customer Service Strategy

## **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 annually from the effective date, but is not limited to earlier review subject to changes in legislation and/or organisational directives. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Communications and Community Engagement Coordinator is responsible for the review of this policy.

## 7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- *Anti-Discrimination Act 1977*
- *Archives Act 1983*
- *Children and Young Persons (Care and Protection) Act 199*
- *Copyright Act 1968*
- *Copyright Amendment Act 2006*
- *Copyright Amendment (Disability Access and Other Measures) Act 2017*
- *Defamation Act 2005*
- *Local Government Act 1993*
- *Privacy Act 1988*
- *Privacy and Personal Information Protection Act 1998*
- *State Records Act 1998*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Social Media Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

## 8. DEFINITIONS

**"Authorised User"** is a staff member authorised by the General Manager or the Communications and Community Engagement Coordinator to manage, maintain, publish to and operate a Council social media channel.

**"BHCC"** is the acronym for Broken Hill City Council

**"CCTV"** is Closed Circuit Television

**"Content"** is any information, opinion, text, video, audio, image, link, or document published to social media

**"Council Representative"** is any employee, elected member, volunteer, consultant or contractor

**"Minor"** is a person under the age of 18 years

**"Moderate"** is the process of assessing content (normally user generated) against predetermined standards and removing content which does not meet those standards.

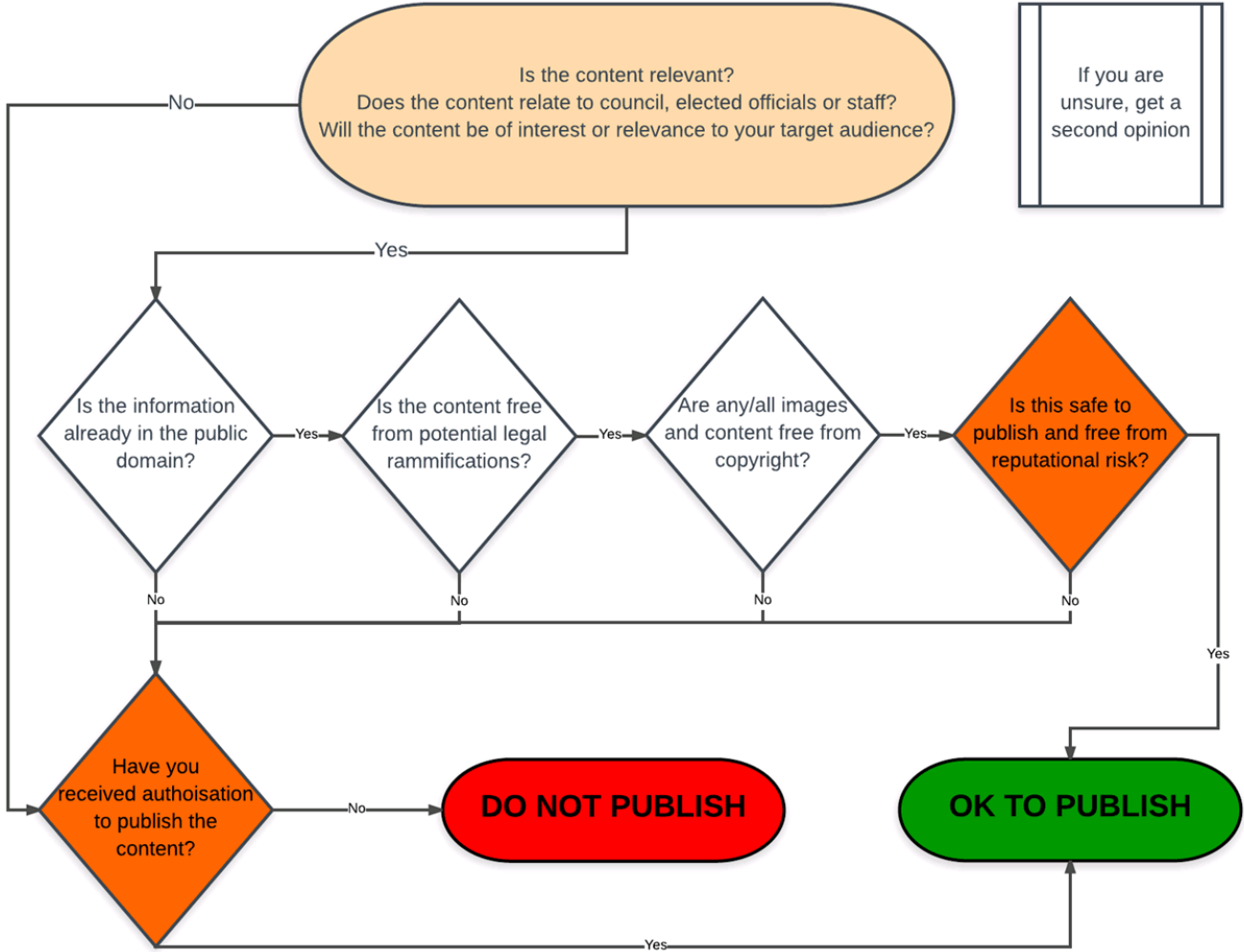
**"Platform"** is a specific Social Media network, website, application or service (for example Facebook, Twitter, Instagram, etc).

**"Post", "Publish", "Comment"** are all terms meaning to make information, opinion or content available for others to view on a social media platform.

**"Public Domain"** means available to the public.

**"Social Media"** is the term for websites and applications that enable users to create and share content or to participate in social networking.

**"User"** is any content consumer or creator other than the account owner, operator, publisher or author.



## ORDINARY MEETING OF THE COUNCIL

March 2, 2018

**ITEM 6**BROKEN HILL CITY COUNCIL REPORT NO. 55/18SUBJECT:                      ADOPTION OF DRAFT DIGITAL STRATEGY                      12/14**Recommendation**

1. That Broken Hill City Council Report No. 55/18 dated March 2, 2018, be received.
2. That Council adopts the draft Digital Strategy as a Strategy of Council.

**Executive Summary:**

Council considered the draft Digital Strategy at its Ordinary Council Meeting held 28 February 2018 and resolved to place the draft strategy on public exhibition as per Section 160 of the *Local Government Act 1993*.

The draft strategy was subsequently placed on public exhibition for a period of twenty eight days concluding on 3 April 2018, at which time Council received nil submissions from the public.

**Report:**

Council aims to take a proactive approach to prepare both Council operations and the city itself for the ever-increasing shift toward digital services and solutions for our community.

This Digital Strategy has been prepared to detail Council's approach to this task, in alignment with the previously endorsed Smart Communities Framework and the desired outcomes listed in our Community Strategic Plan.

This Digital Strategy proposes a vision for Broken Hill's future, enhanced by broadband and digital technologies, with strategies that tie directly in to the goals and aspirations identified in our Community Strategic Plan, and is aligned to the Smart Community Framework.

The strategy also aligns with the Federal Government's Digital Service Standard, which is a set of best practice principles for the design and delivery of government services.

Digitally enabled participation and production of services is changing people's expectations about their relationship with government.

The Federal Government is expecting that four out of five Australian citizens will choose to engage with all levels of government through the internet or other type of online digital services by 2020.

Broken Hill needs to prepare for this shift, and transition from merely reacting to citizen and business needs, to proactively addressing citizens and businesses needs in partnership with the community.

We must take advantage of the opportunities offered by technology for the benefit of residents, businesses, visitors and Council itself.

We should look to use digital technology to enhance economic development and prosperity through investment and improved productivity for local business, and by capitalising on business expansion, tourism opportunities and attracting new residents.

Our vision for Broken Hill is to be a regional leader in innovation and a magnet for businesses which can apply digital technology rapidly, effectively and sustainably to create wealth and enhance quality of life for everyone.

Broken Hill City Council is no stranger to digital innovation – as evidenced by Council’s local digital initiatives such as the Civic Centre technology upgrade, free public Wi-Fi, Smart Parking, the Pinforce electronic parking monitoring system, the live streaming of Council meetings, and the overarching Smart Community Framework for the Broken Hill community.

These initiatives play an important role in the Council’s journey from being a purely service-driven organisation to one that is developing a people-focused, community-centric approach.

Embracing digital solutions and the integration of new technologies can help shape better community outcomes, rather than simply support government processes.

In summary, this Digital Strategy is designed to:

- Ensure the digital economy is a high priority for Broken Hill businesses
- Improve peoples’ lives through better use of technology – to cast digital as a basic skill alongside reading and writing
- Position Broken Hill as a significant regional digital city

To deliver this vision, the Digital Strategy will:

- Support the Council to deliver its strategic outcomes for Broken Hill
- Enable us to work proactively with our community to understand their needs and shape demand accordingly
- Promote and support the most cost-effective way of delivering services
- Support development and use of open data/technologies and open platforms
- Promote “Digital by Choice” as the benchmark for service provision
- Support our staff to maximise the opportunities that digital technology offers

In accordance with Section 160 of the *Local Government Act 1993* the draft Digital Strategy was placed on public exhibition for a period of twenty eight (28) days closing 3 April 2018, during which time nil submission were received by Council.

### Strategic Direction:

Key Direction:	2 Our Economy
Objective:	2.1 Our economy is strong and diversified and attracts people to work, live and invest
Function:	Economic Development
DP Action:	Advocate to improve opportunities for technology and innovation, including the roll-out of high speed broadband to include Broken Hill.

**Relevant Legislation:**

Australian Government Digital Transformation Agency - Digital Service Standard

**Financial Implications:**

To be determined by project and funding opportunities.

**Attachments**

1. [↓](#) Draft Digital Strategy

JAMES RONCON  
GENERAL MANAGER

# Broken Hill Digital Strategy

22 June 2017



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# Introduction



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EXECUTIVE  
SUMMARY

“ A Digital Strategy describes a pathway to take advantage of the opportunities in this digital age, enabled by high speed broadband and digital technologies ”

Governments at all levels are facing serious challenges – economic pressures created by limited revenue and growing expenditure demands, the environmental overload created by human activity, an ageing population, ageing infrastructure, and growing national and international competition. At the same time, the public sector is at a crossroads of how services have been delivered in the past and how they will need to be delivered in the future, made more difficult by multiple and complex service delivery channels.

What is clear though, using traditional approaches, governments, including Broken Hill, are unlikely to meet their responsibilities for the community.

In the face of austerity, demographic change, increasing citizen and business expectations, and the need to maintain sustainable services, Broken Hill has embarked upon a *Smart Community* initiative that will provide real opportunities to build a new economy, develop a stronger community, and improve services to residents, businesses and visitors, through the implementation of digital technologies.

Many business and government leaders recognise that digital technologies are creating significant changes in the economy and society. They have access to the internet, fixed and wireless broadband, smartphones, social media, the cloud, big data, sensors, machine-to-machine communications and now even computer systems that learn for themselves. These innovations are all reinventing the way we live, work and play.

The power of digital technologies to both improve and innovate services whilst reducing the cost of delivery is clear. It is essential that local authorities use the latest technologies to design effective services, drive economic development and enhance quality of life and wellbeing.

This Digital Strategy proposes a vision for Broken Hill's future, enhanced by broadband and digital technologies, with strategies that tie directly in to the goals and aspirations identified in our *Community Strategic Plan*, and is aligned to the *Smart Community Framework*. This Strategy has a 3 year horizon, long enough to gain organisational and community momentum.

Globalisation brings both opportunities and challenges. To share in national and global growth, Broken Hill has to compete effectively. This will depend on rapid technological innovation, effective strategic management of knowledge, and a clear focus on higher value-added goods, services and industries.

A Digital Strategy describes a pathway to take advantage of the opportunities in this digital age, enabled by high speed broadband and digital technologies.



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BROKEN HILL'S  
DIGITAL VISION

**“** Our vision for Broken Hill is to be a regional leader in innovation and a magnet for businesses which can apply digital technology rapidly, effectively and sustainably to create wealth and enhance quality of life for everyone **”**

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, connectivity and economic development.

The global economy is moving into the digital realm at breathtaking speed. In less than a generation, the internet has radically transformed the way we communicate and share information. Today it is fundamentally altering the business and economic landscape everywhere, including Broken Hill.

We live in exciting times whereby our lives are being transformed by digital technology, and the internet has revolutionised the way that people relate to the world. Devices are evolving quickly, transforming our shopping, banking, services and social habits as we demand real time, customised, high speed responses to our every need. In the years ahead this technology will evolve ever deeper into our day-to-day experiences, fundamentally rewriting the rule book on all areas of commerce, education, health and communication.

Broken Hill needs to move boldly and rapidly into this digital age, and exploit the opportunities offered by technology for the benefit of everyone – our residents, businesses and visitors alike. Broken Hill is well positioned to use digital technology to enhance economic development and prosperity through investment and improved productivity for local business, and by capitalising on business expansion, tourism opportunities and attracting new residents. Our vision for Broken Hill is to be a regional leader in innovation and a magnet for businesses which can apply digital technology rapidly, effectively and sustainably to create wealth and enhance quality of life for everyone.

Digital is more than the internet, websites and social media, it is also:

## Digital Infrastructure



Facilitate private and public sector investment in digital technology infrastructure

## Digital Capacity and Skills



Develop the skills, capabilities and capacity of people and businesses in our community to enhance productivity and improve quality of life

## Digital Culture and Innovation



Create a digital culture through council, community and institutional leadership

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## CONTEXT



Broken Hill City Council is no stranger to digital innovation – as attested by the Council’s sponsorship and involvement in local digital initiatives such as; the Council Dashboard, Civic Centre Technology Upgrade, Council & City Wi-Fi, and the overarching Smart Community Framework for the Broken Hill community.

These initiatives play an important role in the Council’s journey from being a purely service-driven organisation to one that is developing a people-focused, community-centric approach.

Digitally enabled participation and production of services is changing peoples’ expectations about their relationship with government. Broken Hill needs to support this shift from merely reacting to citizen and business needs, to proactively addressing citizens and businesses needs in partnership with the community. In this way we can use the opportunities from the integration of new technologies to better shape community outcomes and not simply to support government processes.

We are a motivated and ambitious Council, this Digital Strategy is designed to:

- ☐ Ensure the digital economy is a high priority for Broken Hill businesses
- ☐ Improve peoples’ lives through better use of technology – to cast digital as a basic skill alongside reading and writing
- ☐ Position Broken Hill as a significant regional digital city

To deliver our vision, the Digital Strategy will:

- ☐ Support the Council to deliver its strategic outcomes for Broken Hill
- ☐ Enable us to work proactively with our community to understand their needs and shape demand accordingly
- ☐ Promote and support the most cost-effective way of delivering services
- ☐ Support development and use of open data/technologies and open platforms
- ☐ Promote “Digital by Choice” as the benchmark for service provision
- ☐ Support our staff to maximise the opportunities that digital technology offers

This Digital Strategy will be guided by the following principles:

- Community-centred rather than service-led
- Self-service wherever possible
- Shape demand – redirect resources to where they are most needed
- Resilience – delivering fit for purpose infrastructure for today and tomorrow
- Value for money – delivering cost effective services
- Digital – embedded as business as usual
- Engagement with the community and businesses by digital means and social media

# The Digital Age



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DIGITAL  
TRENDS

## What is Digital ?



It's tempting to look for simple definitions, but to be meaningful, think of digital not as a thing, but as a way of **doing** things...

By 2012, 60% of Australians had mobile smart devices and phones, 20% had tablets and 65% were using social media. By 2016 a staggering 19 million Australians were using mobile devices. (*PwC Outlook, 2016*).

Digital technology is rapidly redefining the very nature of day-to-day living, and driving us to a future where the physical, social and technological worlds converge. Already smart mobile devices have become the centre of the communication and interaction universe for the majority of Australians.

Today we can instantly purchase goods from all over the world from computers or mobile devices. We can scan billboards and advertisements on our mobile devices to activate messages, video, special offers and loyalty schemes. Phones can replace paper tickets, respond to our voices and help link us with products and services tailored for our specific needs. Through social media we can instantly connect to millions of people across the globe and transmit news and pictures as soon as they happen. We can post our thoughts and opinions to friends and followers from wherever we happen to be, in real time, 24/7.

Business solutions are continually evolving, often resulting in a variety of improvements in our quality of life alongside greater connectedness between communities.

Research has shown that consumers are the drivers of the new trends. In response, businesses are shaping solutions to meet consumer demand resulting in new digital innovations, which further empower consumers.

While the rapid onset of digital devices has ushered in profound change in less than a generation, the next wave of digital change promises further reinvention of the human experience. Digital strategies will become crucial to all business strategies and the need to gather insights through quality data will become increasingly important to business success.

Over the next 5 years or so the 'digital economy' will become **the economy**:



Customers become more connected



Consumers and employees will demand more



Organisations will get flatter and more agile



Enterprises will make data-driven, evidence-based proactive decisions



Enterprises will face more sources of competition

...all underpinned by a heavy reliance on digital

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## WHY EMBRACE A DIGITAL FUTURE ?

“ Innovation is a  
key driver of  
economic prosperity....  
...lifting the digital  
maturity of businesses  
will result in an increase  
in economic  
growth ”

In economic terms, by mid 2012, online retail sales in Australia were estimated to be \$11.3 billion a year and growing at an annual rate of 15%. Australia's digital economy is forecast to grow at twice the rate of Gross Domestic Product between 2012 and 2016, from \$50 billion to \$70 billion. (*Deloitte study, 2014*).

Innovation is a key driver of economic prosperity. More than 80% of Australian business leaders believe innovation is the main driver to creating a competitive economy and the best way to improve productivity.

Digital innovation reflects the changing nature of both work and play, allowing for greater mobility including increased access to information, products and services from anywhere, at any time.

Digital adoption together with innovation can provide significant economic and social benefits to regional communities, including Broken Hill.

Research (*UQ, 2015*) has shown there is a clear cause and effect relationship between digital business and economic performance. The research indicated that, compared to firms without a web presence, firms using the web to engage customers were, in the following year; more profitable, twice as likely to innovate, and almost five times more likely to export. This indicates that lifting the digital maturity of businesses will result in an increase in economic growth.

Existing businesses have a great opportunity to improve productivity through efficient digital technologies. On a more ambitious level, with the right ecosystem and commitment, Broken Hill could create new businesses worth millions of dollars that drive future economic value and jobs for our city.

This Digital Strategy is designed to help Broken Hill become better equipped to make the necessary digital transformations over the coming years. Not all businesses will need to be at the cutting edge of digital change, but none can afford to ignore the digital realities. This strategy will speed up the process and assist businesses leverage digital solutions to become more efficient and effective.



# Digital Broken Hill



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KEY TARGETS  
FOR  
THE STRATEGY

The Digital Strategy has been primarily designed to help meet the needs of three target groups:

➤ **PEOPLE**

Broken Hill City Council will be focused on digital initiatives and projects that will improve the lives and social engagement of Broken Hill's residents, visitors, business travellers, students and tourists.

➤ **BUSINESSES**

The target business community includes companies that are currently registered in Broken Hill, as well as future investors, start-ups, new entrepreneurs and relevant not-for-profit businesses.

The strategy is aimed at businesses of all sizes and at all stages of their digital journey, and also focuses on education and capacity building for digital capabilities.

Start-ups are of interest to Broken Hill as they typically aim for rapid growth and global markets, and often attract external investment. High-growth, knowledge-based start-up companies are having a profound economic impact on economies around the world.

As part of the Digital Strategy, sector specific programs will be developed over time to ensure outcomes are delivered in the areas of most opportunity and highest potential impact. Our initial sector targets include; tourism, retail trade, accommodation and food services.

➤ **COUNCIL**

Broken Hill City Council has a role to play in leading by example and demonstrating how digital technology has the opportunity to completely redesign Council services. Adopting a *digital by choice* cultural transformation is an important element of Council becoming a successful digital organisation.

By fully capitalising on the digital opportunities, Broken Hill can fundamentally transform its social, professional and economic potential:

- A digital culture will become an integral part of the city mindset and culture
- Businesses with customer focused digital strategies will grow
- Council services will improve and levels of engagement will increase
- New jobs will be created
- There will be increased opportunities for start-ups
- The city will attract and retain top talent

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## LEADING BY EXAMPLE

The Council is the central sponsor and facilitator of this important initiative for our city. We will play a leadership role in the transition toward a Broken Hill digital economy and community.

Digitised council services not only make life easier through efficiencies for Council, residents and businesses, they also help demonstrate the possibilities of digital services to the community, and promote a *digital Broken Hill culture* to outside investors.

The Digital Strategy is underpinned through focusing on five crucial and overlapping areas of interest:

- ☐ Access to Council Services
- ☐ Digital Inclusion
- ☐ Partnerships & Shared Services
- ☐ Economic Growth & Prosperity
- ☐ Digital Technology

<b>Access to Council Services</b>	Council's <i>Access to Services</i> program and the wider digital agenda will increase the number and range of transactional services available through our website, and enable the delivery of website services on tablet and smartphone platforms. Developing and promoting digital access channels will reduce transactional costs and improve service availability.
<b>Digital Inclusion</b>	While we wish to maximise take-up of digital access channels through our <i>Access to Services</i> initiative, we cannot leave behind those who are unable or unwilling to make the change. Our residents will be affected by the digitisation agenda and they should not be disadvantaged. We need to ensure that as many citizens as possible choose to prefer digital channels over any other in order to bridge the digital divide. This underpins the type of community we stand for, and directly supports BHCC's Disability Inclusion Action Plan 2017-2021. Elected Members also need to be encouraged to develop their digital skills. We will ensure that Councillors as well as Council staff have the right skills, capabilities and technical tools.
<b>Partnerships and Shared Services</b>	Shrinking revenues, fewer resources and the rising demands of residents and businesses, which threaten to engulf local authority budgets, have increased Council focus on partnerships and sharing of services/resources – aiming to reduce costs, jointly procure, jointly deliver services and share expertise. Data, whether open data or shared data within relevant public sector organisations, is a key component to redesigning service delivery.
<b>Economic Growth and Prosperity</b>	This is crucial to Broken Hill as economic development leads to the creation of wealth, which benefits Broken Hill citizens generally. Greater access to the internet through a combination of high speed broadband and Wi-Fi provides the Council with a catalyst to develop, promote and encourage increased online interaction with residents and businesses, further normalising the digital culture. It empowers many of the wider aspects of the digital agenda such as improved educational attainment, telecare services, economic growth and digital equality.
<b>Digital Technology</b>	The Council uses appropriate technology (infrastructure, applications and software) to support its wide range of business requirements. We welcome and evaluate new developments and exploit them as we renew and refresh our digital technology to meet future demands and expectations.

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CREATING  
A  
CYBER CITY

**“** A failure to act could severely undermine Broken Hill's future economic state through the loss of business nationally and overseas, and reduced job creation prospects. The Digital Strategy will help ensure that Broken Hill is a leader rather than a follower in the digital era **”**

The Council has already advanced the use of digital technology to improve its communications and interactions with the people of Broken Hill, for example; Council Dashboard, Development Application (DA) Online Tracking, Civic Centre Technology Upgrade, Video Conferencing Facilities, plus several other initiatives that are underway; Community Portal, Council & Public Wi-Fi, and Public Safety Technology.

The Council's recent adoption of the *Smart Community Framework* reinforces its commitment to using digital technology to listen to, engage with and deliver messages to residents, businesses and employees.

The Council is also developing a social media program, that includes free Wi-Fi services in many public areas and a commitment to developing open data access as the resources, budget and technology opportunities arise.

The Digital Strategy will integrate with this program and the Smart Community Framework to form a broader digital strategy for Broken Hill, and continue the commitment to use digital technology to enhance the experiences and services to our residents and businesses.

Just as important though, the strategy extends the focus to visitors, tourists and students who will likely have high expectations of our digital capacity.

The Federal Government is expecting that four out of five Australian citizens will choose to engage with all levels of government through the internet or other type of online digital services by 2020.

In this environment, poor experiences or a lack of services will frustrate residents, businesses and visitors who wish to engage online with public authorities to pay bills, find local information, etc. Broken Hill will retain its commitment to constant improvements in this area.



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## SMART COMMUNITY FRAMEWORK

















Councils, including Broken Hill, have asked the question, “How can we use digital technologies to make our region more connected and innovative, and enhance liveability, workability and sustainability?”

The response from Metamorph Consulting is to offer a *Smart Community Framework* which sets out a way for councils to think differently about how citizen, business and community services can be delivered, by leveraging internet, cloud, mobile and social technologies.

A Smart Community Framework, completed for BHCC in January 2017, provides a blueprint that guides the planning and delivery of smart and connected services across our region.

Not all *smart services* are relevant in all locations. Broken Hill's CBD (central business district) and other residential and industrial areas all have distinct characteristics that shape which services should be introduced and where.

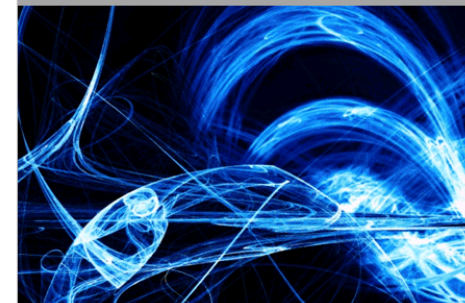
Each smart service has been assessed, taking into account location, benefits and costs, and the intended spread of services across Broken Hill is summarised below.

Smart Community Framework		Central Business District	All Broken Hill
Smart Services			
Infrastructure & Utilities	 Smart Lighting	●	◐
	 Smart Wi-Fi	●	◐
	 Smart Transport	◐	◐
	 Smart Energy	●	●
	 Smart Water	●	●
Safety & Environ	 Smart Security	◐	●
	 Smart Waste	●	●
	 Smart Environment	◐	◐
Property & Assets	 Smart Parking	◐	●
	 Smart Building	◐	◐
	 Smart Fleet	●	●
Community & Social	 Smart Citizen Services	●	●
	 Smart Health	●	●
	 Smart Signage	◐	◐
	 Smart Education	●	●
	 Smart Lab & Hub	●	●

A smarter Broken Hill will help advance the vision and goals of the Council, and make our region an even better place to live, work, play and invest.

Smart digital technology is the enabler, applying relevant Internet of Things (IoT) solutions to build the economy, develop a stronger community, enhance quality of life and environmental sustainability, and improve services to residents, businesses and visitors.

This Digital Strategy directly supports and enables our Smart Community Framework.



# Roadmap and Action Plan



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## DIGITAL STRATEGY ROADMAP

The Roadmap below outlines the programs that will help achieve Broken Hill's digital vision. The programs summarise key objectives, provide high level direction, and represent long-term plans and commitment.

These programs integrate and overlap to form an aggregated plan for the overarching Digital Strategy, to be implemented through a series of projects and actions which are outlined in the next section.

PROGRAM	DESCRIPTION
<b>Smart Community Framework (SCF)</b>	A strategic framework that sets out a way for Broken Hill City Council to deliver citizen, business and community services, by leveraging internet, cloud, mobile and social technologies. Provides a blueprint on which to base the planning and implementation of integrated, smart and connected services for our region.
<b>Access to Council Services</b>	Council's <i>Access to Services</i> program and the wider digital agenda will increase the number and range of transactional services available through our website, and enable the delivery of website services on tablet and smartphone platforms. Developing and promoting digital access channels will reduce transactional costs and improve service availability.
<b>Digital Inclusion</b>	While we wish to maximise take-up of digital access channels through our Access to Services initiative, we cannot leave behind those who are unable or unwilling to make the change. Our residents will be affected by the digitisation agenda and they should not be disadvantaged. We need to ensure that as many citizens as possible choose to prefer digital channels over any other in order to bridge the digital divide. This underpins the type of community we stand for, and supports BHCC's Disability Inclusion Action Plan 2017-2021. Elected Members also need to be encouraged to develop their digital skills. We will ensure that Councillors as well as Council staff have the right skills, capabilities and technical tools.
<b>Partnerships and Shared Services</b>	Shrinking revenues, fewer resources and the rising demands of residents and businesses, which threaten to engulf local authority budgets, have increased Council focus on partnerships and sharing of services/resources – aiming to reduce costs, jointly procure, jointly deliver services and share expertise. Data, whether open data or shared data within relevant public sector organisations, is a key component to redesigning service delivery.
<b>Economic Growth and Prosperity</b>	This is crucial to Broken Hill as economic development leads to the creation of wealth, which benefits Broken Hill citizens generally. Greater access to the internet through a combination of high speed broadband and Wi-Fi provides the Council with a catalyst to develop, promote and encourage increased online interaction with residents and businesses, further normalising the digital culture. It empowers many of the wider aspects of the digital agenda such as improved educational attainment, telecare services, economic growth and digital equality.

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## DIGITAL STRATEGY ROADMAP (cont'd)



PROGRAM	DESCRIPTION
<b>Digital Technology</b>	The Council uses appropriate technology (infrastructure, applications and software) to support its wide range of business requirements. We welcome and evaluate new developments and exploit them as we renew and refresh our digital technology to meet future demands and expectations.
<b>Digital Infrastructure</b>	Ubiquitous broadband access is crucial to enabling a digital Broken Hill. Getting the mix of both fibre optic cables and Wi-Fi at the right balance across the region is a key foundation for Broken Hill's digital future. Existing and planned provisions plus the pending NBN (National Broadband Network) roll-out will provide access to high speed fixed services for homes and business premises. Council will continue to build our infrastructure to ensure mobile connectivity, local economic activity, community content and government services are highly accessible and easy to use by visitors and residents.
<b>Digital Capacity and Skills</b>	Develop the skills, capabilities and capacity of the people within our community and local businesses to enhance productivity and improve quality of life. Building new skills and interest in digital technology will be critical to a functioning digital Broken Hill. When building the capacity of the community and businesses, there is a need to recognise that people are starting from very different levels, and that skill development needs to be highly relevant to the audience.
<b>Digital Culture and Innovation</b>	There is a need to promote cultural change across the community and amongst local businesses. Creating a digital culture through council, community and institutional leadership that fosters and celebrates innovation, and provides collaboration opportunities, helps result in local businesses becoming net exporters of knowledge, products and services. A positive and vibrant community that adopts digital best practice, leads by example and provides inspiration for others wishing to exploit the opportunities presented in this digital age.

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## PUTTING THE DIGITAL STRATEGY INTO ACTION

Broken Hill will build on its Smart Community initiative to position the city regionally and nationally as a digital leader, and over time, internationally.

The Roadmap outlined above is the launch pad for a digital Broken Hill. The projects/actions detailed in the Action Plan below are the enablers – specific actions necessary to ready Broken Hill City Council, the community and businesses to maximise the opportunities that digital technology offers. The Action Plan has a 3 year horizon.

PROGRAM	PROJECT / ACTION	[ 1 year – short term ]	START (3 year plan)
		[ 2 years – medium term ]	
		[ 3 years – long term ]	
Smart Community Framework	<ul style="list-style-type: none"> <li>Publicly launch and promote the Smart Community Framework (SCF) with the Broken Hill community and businesses</li> <li>Use appropriate digital technologies to activate the city and provision citizen services (as per SCF Roadmap)</li> <li>Provision and promote Wi-Fi connectivity in the CBD, Patton Street, tourist centre and publicly accessible Council buildings</li> <li>Commence smart lighting and smart cctv (public safety) program in the CBD, plus smart parking</li> <li>Commence smart fleet and smart waste programs in the CBD and targeted suburbs</li> <li>Investigate creation of a Digital Work Hub – a digitally-enabled work environment for collaboration, teleworking, start-ups</li> <li>Environment sensors – monitoring in real time environmental factors (eg. air &amp; water quality, flood &amp; tides, noise, etc)</li> </ul>		<ul style="list-style-type: none"> <li>Immediate</li> <li>Short term</li> <li>Short term</li> <li>Short term</li> <li>Short to medium</li> <li>Medium term</li> <li>Medium to long</li> </ul>
Access to Council Services	<ul style="list-style-type: none"> <li>Initiate <i>Access to Services</i> program, and adopt a <i>digital by choice</i> attitude/cultural change focus across our organisation</li> <li>Development of more transactional services being made available online, adopting a personalised/customised approach</li> <li>Development of a Community Portal/Citizen Account to make it easy for residents to go to one place to get their services delivered securely online with minimum fuss</li> <li>Review our Web Site and Content Management system to ensure fit for purpose with a focus on citizen-centric experience</li> <li>Promote resident and business self-service as the preferred channel of choice</li> <li>Embrace mobile devices in all areas of service delivery – provide content and apps for mobile devices (eg. smart phones), Wi-Fi on premises, BYOD (Bring Your Own Device) program and teleworking for staff</li> <li>Consider creating a Senior Digital Officer role responsible for driving the City's digital agenda including this strategy</li> </ul>		<ul style="list-style-type: none"> <li>Immediate</li> <li>Short to medium</li> <li>Short term</li> <li>Short to medium</li> <li>Short + ongoing</li> <li>Medium + ongoing</li> <li>Short to medium</li> </ul>
Digital Inclusion	<ul style="list-style-type: none"> <li>Develop digital skills in-house by supporting the development of a digital competency program for Councillors and staff</li> <li>Embed digital skills throughout the Council; from hiring and induction, through to job training and beyond</li> <li>Provision and promote audio/video conferencing facilities plus v/c applications such as Blue Jeans and WebEx</li> <li>Support Digital Leadership within the Council to advocate and promote the wider adoption of digital through services</li> <li>Launch and support a campaign that helps households get online, identify and promote existing online community services</li> <li>Develop a program of assisted digital that will target the excluded, publish all digital learning programs online</li> <li>Publish information regarding how best to choose an NBN provider and package for residents and businesses</li> </ul>		<ul style="list-style-type: none"> <li>Short + ongoing</li> <li>Short + ongoing</li> <li>Ongoing</li> <li>Short + ongoing</li> <li>Short term</li> <li>Short to medium</li> <li>Short to medium</li> </ul>

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**PUTTING THE  
DIGITAL STRATEGY  
INTO ACTION  
(cont'd)**

The Projects/Actions describe, at a high level, specific programs, interventions and investments which, when combined, will work towards the achievement of our digital vision. Each project/action has been assigned a relative 'priority' or start timeframe taking into account various aspects such as compelling need, quick win, dependency on other actions, political or buy-in influence and complexity.

Whilst no target start/finish dates have been set under the Strategy at this time, and in some cases projects will continue beyond the strategy's three year horizon, it is anticipated that following the completion of more detailed planning and business case analysis, the projects/actions will be tracked across the three year work plan.

PROGRAM	PROJECT / ACTION	[ 1 year – short term ] [ 2 years – medium term ] [ 3 years – long term ]	START (3 year plan)
<b>Partnerships and Shared Services</b>	<ul style="list-style-type: none"> <li>• Council to use this strategy and associated actions (eg. SCF) in approaching Government for funding (eg. Smart Cities and Suburbs), and to NBN Co and other providers to influence future roll out of high speed broadband &amp; wireless infrastructure</li> <li>• Consider a partnership of 2 local govts to leverage Federal funding, eg. Albury &amp; Wodonga (both from different states)</li> <li>• Encourage innovative partnerships between digital companies and local institutions and commercial digital projects</li> <li>• Progressively make key data sets residing in Council open and available to the public, with our community engaged and able to use our data to solve problems, create jobs and encourage enterprise</li> <li>• Council to provision &amp; promote platforms for co-creation of interactive local content driven by ideas from the community</li> <li>• Use available Big Data and Business Intelligence evidence to inform decisions</li> </ul>		<ul style="list-style-type: none"> <li>• Immediate + ongoing</li> <li>• Medium to long</li> <li>• Medium to long</li> <li>• Medium term</li> <li>• Medium to long</li> <li>• Long term</li> </ul>
<b>Economic Growth and Prosperity</b>	<ul style="list-style-type: none"> <li>• Help visitors to enjoy Broken Hill – the online and mobile experience prior to arrival at the destination is becoming an increasingly important factor in the visitor experience, eg. Wayfinding and Whole-of-Destination initiative</li> <li>• Develop tourism/visitor targeted 'splash screens' for public Wi-Fi networks that advertise local businesses, attractions and services, invite private businesses with Wi-Fi (eg. hotels, caravan parks, restaurants) to benefit from these splash screens</li> <li>• Make it easier to do business with the Council – pilot digital programs and introduce initiatives that make responding to public procurement opportunities a more viable option for SMEs (Small Medium sized Enterprises) and digital start-ups</li> <li>• Promote businesses and public spaces in Broken Hill providing free Wi-Fi</li> <li>• Engage Broken Hill's cultural sectors, leverage their roles and encourage them to be early adopters of new technology</li> </ul>		<ul style="list-style-type: none"> <li>• Short to medium</li> <li>• Short to medium</li> <li>• Medium term</li> <li>• Short + ongoing</li> <li>• Medium term</li> </ul>
<b>Digital Technology</b>	<ul style="list-style-type: none"> <li>• Review and reshape BHCC technology to ensure alignment with the City's economic development strategy</li> <li>• Take advantage of the emerging 'Internet of Things' to redesign smarter public services around citizens and businesses</li> <li>• When commissioning, procuring or redesigning for online transactional services, ensure that new systems are aligned to open data, open technologies and open platforms</li> <li>• Explore hybrid cloud options where they can be shown to enhance resilience &amp; flexibility, and be cost-effective and secure</li> <li>• Create digital resources and services that benefit the retail, tourism and hospitality sectors, eg. Wi-Fi enabled resources that alert shoppers to proximate retail opportunities, smart phone apps that integrate the shopping experience</li> </ul>		<ul style="list-style-type: none"> <li>• Short term</li> <li>• Medium term</li> <li>• Short + ongoing</li> <li>• Short to medium</li> <li>• Medium to long</li> </ul>

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PUTTING THE  
DIGITAL STRATEGY  
INTO ACTION  
(cont'd)



PROGRAM	PROJECT / ACTION	[ 1 year – short term ] [ 2 years – medium term ] [ 3 years – long term ]	START
			(3 year plan)
Digital Infrastructure	<ul style="list-style-type: none"> <li>• Prepare a public Wi-Fi plan for the CBD and main streets/tourist attractions (refer to SCF Roadmap). Consider whether it is appropriate to work alongside Telstra or other providers as part of their semi-public Wi-Fi roll outs (eg. Telstra Air)</li> <li>• Streamline or prioritise planning permit application procedures for telecom infrastructure roll outs</li> <li>• Establish a common platform for hosting and presenting digital content – to be made available to residents, visitors and others, the platform should allow content to be presented in engaging ways for different audiences</li> <li>• Ensure a co-ordinated approach to the development of Broken Hill's infrastructure, eg. make use of roadwork/highway programs, and housing and commercial developments to expand our digital infrastructure</li> <li>• Advocate for improved telecommunications access (mobile, internet, NBN) through state/fed govt, and service providers</li> </ul>		<ul style="list-style-type: none"> <li>• Short term</li> <li>• Short + ongoing</li> <li>• Medium to long</li> <li>• Medium + ongoing</li> <li>• Short + ongoing</li> </ul>
Digital Capacity and Skills	<ul style="list-style-type: none"> <li>• Work with education &amp; voluntary sectors to facilitate and support training to encourage citizens to build their digital skills</li> <li>• Ensure community knows where to access training to positively impact their lives and be motivated to use online channels</li> <li>• Creation of a <i>digital Broken Hill website</i> that provides basic information on conducting digital business, digital trends, events, news and available digital suppliers</li> <li>• Organise skills development programs in the library, schools and civic centre (and other suitable places) for residents that focus on digital security and privacy, digital health promotion, and introductions to programming</li> </ul>		<ul style="list-style-type: none"> <li>• Short + ongoing</li> <li>• Short + ongoing</li> <li>• Medium term</li> <li>• Medium + ongoing</li> </ul>
Digital Culture and Innovation	<ul style="list-style-type: none"> <li>• Develop a <i>Social Media</i> program to support measures to change attitudes by encouraging the adoption of social media and its use to reach out to residents and businesses in the format with which they feel most comfortable</li> <li>• Identify and promote <i>Digital Champions</i> from digitally advanced local businesses to act as digital advocates and mentors</li> <li>• Develop a marketing and branding strategy to promote Broken Hill as Far West NSW's leading city for knowledge, innovation and digital technologies, profile and publicly celebrate local entrepreneurship and start-ups</li> <li>• Increase Council's level of online engagement with the community including social media, mobile apps and crowdsourcing</li> <li>• Participate in trials of innovative and emerging technologies for service delivery, actively engage in innovation initiatives</li> <li>• Establish a smart/innovation lab – bringing Council together with smart technology providers, universities, businesses and entrepreneurs to create and test solutions for the improvement of Broken Hill's liveability, workability &amp; sustainability</li> </ul>		<ul style="list-style-type: none"> <li>• Short + ongoing</li> <li>• Medium + ongoing</li> <li>• Medium to long</li> <li>• Short + ongoing</li> <li>• Medium + ongoing</li> <li>• Medium to long</li> </ul>

# Digital Considerations



22 June 2017

Broken Hill City Council | Digital Strategy

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## WHAT OUR SUCCESS WILL LOOK LIKE



We will review and develop appropriate performance indicators to support our digital work plan, and these will include measures of our success in delivering the best possible viable services for our residents, businesses and visitors, within the constraints of existing and future budgets.

In addition to specific measures and performance indicators, there are important *symbols of success* that will clearly demonstrate the impact of our digital ambitions for Broken Hill. We will know we are successful when:

- ☐ There is widespread availability across Broken Hill of digital services and high-speed connectivity in homes, in work places, in community facilities and in many outdoor areas
- ☐ Council offers a suite of services to our residents, businesses and visitors that are well targeted, effective and efficient
- ☐ Services are carefully designed to meet the needs of Broken Hill, they satisfy a clear purpose and are easy to access
- ☐ All appropriate services are accessible through digital channels including mobile devices, and other channels such as telephone and over-the-counter are also available where needed
- ☐ Online portals for services, including websites and mobile apps, are easy to use and are designed from the perspective of the community
- ☐ Our people have the confidence, capabilities and skills to use digital technologies in ways that meet their particular needs and circumstances
- ☐ People are able to access online content about the community and wider Broken Hill region, they are able to connect and communicate with others, supporting lifestyles that are socially and culturally rich and environmentally sustainable
- ☐ Residents are dynamically engaged with the Council and its decision-making processes
- ☐ Digital resources help residents understand the factors & issues that are confronting Broken Hill and its decision makers
- ☐ The meetings of Council and other relevant forums are widely available through a range of online services & social media
- ☐ Council provides open access for appropriate data sets to businesses and community organisations
- ☐ Council, education sector and other public institutions enable businesses and community organisations to create economic and social value from publicly managed open data
- ☐ Council has a process for reviewing, prioritising and committing to potential innovations and initiatives that use digital technology
- ☐ Council and its staff have access to a robust, reliable and secure digital infrastructure, that supports collaborative working

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## PARTNERSHIP AND COLLABORATION

“ Partnership and  
collaboration  
are critical for  
success ”

The Digital Strategy requires that Broken Hill City Council acknowledge the importance of partners with relevant resources and expertise, and the role they have in realising Council's digital vision.

Collaboration is key to successful strategic projects. When it comes to achieving the high-tech, sustainable digital Broken Hill of the future, there is one word that sums up the pathway to success; 'partnership'.

All businesses and governments will be affected by the digital age, some with more urgency than others. But everyone has a role to play. Discussions, collaborations and partnerships will form in response to the challenges and opportunities. Parallel to this, each organisation will also attempt to transform its own internal practices, processes and business strategies to adapt and prepare for the significant changes ahead.

The Digital Strategy envisages that Broken Hill businesses requiring help with their digital transition should be mentored by local firms and organisations who are more advanced in their development.

It will take an evolving ecosystem of partnerships to achieve Broken Hill's digital goals and aspirations. A digital city is not simply about technology, so it needs more than a technology solution.

Partnership and collaboration are critical for success. The entire region must understand the challenge and play a role towards our future success to create region-wide change.

Broken Hill City Council will support programs and initiatives through thought leadership, sponsorship, connecting organisations with potential partners and mentors, and promoting events and opportunities through the City's extensive communication network.



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## FUNDING

“Broken Hill will get creative and look beyond traditional funding mechanisms for their digital technology needs”

Implementing technologies in an era when so many cities and regions are budget-strapped is going to be a financial challenge. But it doesn't have to be an insurmountable one. The Council will investigate funding opportunities to support this digital strategy, including from the public sector.

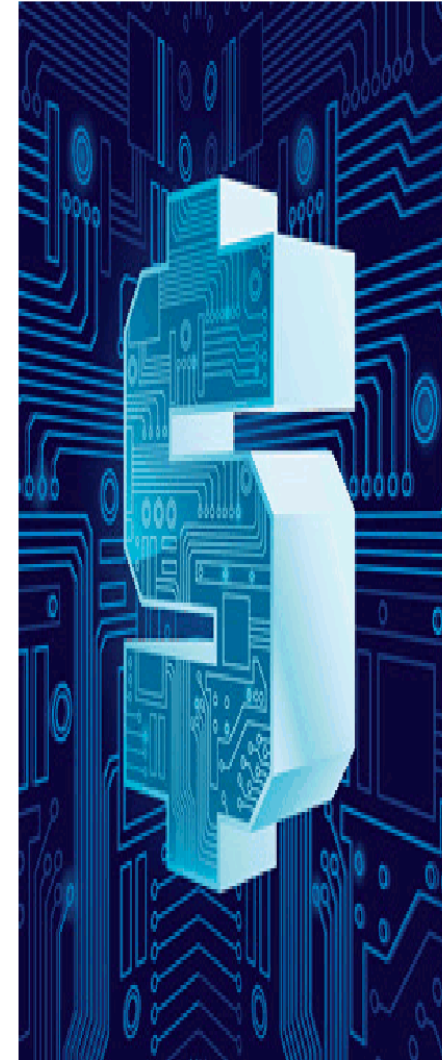
The NSW and Federal Governments are encouraging local authorities and businesses to become part of the digital economy. This includes raising government and industry's awareness of the benefits of incorporating new digital technology and broadband connectivity to transform traditional business practices.

There is an emphasis on encouraging new organisational and business models which exploit digital technology to generate better services and increased commercial activity, whilst respecting the need for more sustainable practices in a carbon constrained world.

The websites of the NSW Department of Premier and Cabinet, and Innovation NSW outline some of these programs and other initiatives such as economic collaboration, social innovation and start-up case studies.

The Australian Government also has a range of programs and funding for local authorities some of which the Council will seek to access for example, the Smart Cities and Suburbs Program, which will help Broken Hill expedite their pathway to an improved digital future.

**Note:** As with most strategies, the Digital Strategy is a 'living document' that will be regularly reviewed, taking into account the next wave of digital change, shifting requirements of the community and businesses, input from leading technology vendors, and tempered by Council's available resources and budgets.



# Appendix



22 June 2017

Broken Hill City Council | Digital Strategy

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INFORMATION  
AND  
DATA SOURCES

- Deloitte
- Ernst & Young
- PwC (PricewaterhouseCoopers)
- Telstra Corporation
- Metamorph Consulting
- Smart Cities Council
- IDC (International Data Corporation)
- Forrester Research
- Gartner
- Digital Brisbane
- Ballarat Digital Services
- UQ (University of Queensland) Business School
- NSW Government Digital Strategy
- Innovation NSW
- NSW Digital Government Advisory Panel
- ACT Government Digital Strategy
- Federal Digital Transformation Agency
- Australian Bureau of Statistics
- Australian Government
- Innovate UK

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## ABOUT METAMORPH CONSULTING

Metamorph Consulting Pty Ltd are business advisors, management consultants and strategists, providing vendor independent advice to State and Local Government and commercial organisations at executive management level.

Metamorph works closely with government and their communities to take advantage of the opportunities offered by technology for the benefit of everyone – councils, residents and businesses alike.

Our *Smart Community Framework* and *Digital Strategies* help advance the vision and goals of councils, and make their communities even better places to live, work, play and invest. Digital technology is the enabler, applying relevant Internet of Things (IoT) solutions to build the economy, develop a stronger community, enhance quality of life and environmental sustainability, and improve services to residents, businesses and visitors.

*For more information on Metamorph Consulting and the services we provide please contact:*

Metamorph Consulting  
[info@metamorphconsulting.com.au](mailto:info@metamorphconsulting.com.au)



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## ORDINARY MEETING OF THE COUNCIL

April 17, 2018

**ITEM 7**BROKEN HILL CITY COUNCIL REPORT NO. 56/18

SUBJECT: DRAFT COMMUNICATIONS AND ENGAGEMENT STRATEGY  
AND DRAFT SOCIAL MEDIA STRATEGY FOR PUBLIC  
EXHIBITION

12/14**Recommendation**

1. That Broken Hill City Council Report No. 56/18 dated April 17, 2018, be received.
2. That Council endorse the draft Communications and Engagement Strategy and draft Social Media Strategy for the purpose of public exhibition.
3. That both Strategies be exhibited for public comment for a 28 day period.
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 both Strategies.

**Executive Summary:**

The draft Communications and Engagement Strategy has been compiled as a forward-facing document to outline to the community when, how, and why Council engages and communicates, and the methodology behind its approach.

The draft strategy has a strong digital focus to align with Federal Government expectations of a continued rise in demand for digital communications and service delivery, and also aligns with a number of Council's own strategies, such as the Digital Strategy, Smart Cities Framework, and Disability Inclusion Action Plan.

The strategy was informed by an independent communications audit undertaken in 2017, along with a public communications survey later that year.

The draft Communications and Engagement Strategy is complemented by the draft Social Media Strategy, which outlines how Council will utilise its various social media platforms across the organisation.

**Report:**

The draft Communications and Engagement Strategy outlines when, how, and why Council engages and communicates, and the methodology behind its approach.

In the past 18 months Council has been proactive in sourcing digital solutions to communication and engagement challenges. Some examples include live streaming of Council events and meetings, online summaries of Council meetings, and RSS feeds of Council media releases directly to residents via e-mail.

With the Federal Government predicting that four out of five Australian citizens will choose to engage with all levels of government through the internet or other type of online digital service by 2020, Council has placed digital communications at the centre of its approach to communications and engagement.

Australians are more mobile, more connected and more reliant on technology than ever before, and Broken Hill is no different, with around 70% of all households now regularly accessing the internet.

This number will only increase, so Council must be proactive in positioning the organisation to meet the current and future needs of the community as the reliance on digital communication inevitably increases.

Along with this digital focus, the strategy also focuses on building community trust, maintaining media relationships, providing internal opportunities for staff to learn and upskill in engagement and communication, and ensuring engagement is a fundamental part of any future project or initiative.

Other key areas include disability and inclusion, and ensuring Council's communication tools and methods meet requirements outlined in the Disability Inclusion Act, and Council's own Disability Inclusion Action Plan.

A key component of meeting these requirements will be a major upgrade of Council's website to ensure it meets Web Content Accessibility Guidelines 2.0 to AA standard, and can be accessed by people of all abilities.

Having a clear, informed, and inclusive Communications and Engagement Strategy underpinned by principles of the International Association of Public Participation (IAP2) will give Council a defined direction in its interaction with all stakeholders.

The draft Communications and Engagement Strategy is complemented by the draft Social Media Strategy, which outlines how Council will utilise its various social media platforms across the organisation.

This draft Social Media Strategy will ensure that all content on BHCC social media platforms is high quality, relevant, user-based and appropriately branded to support the BHCC message and objectives, in order to create engagement and loyalty from the organisation's audience.

**Strategic Direction:**

Key Direction:	4 Our Leadership
Objective:	4.4 Our Community is Engage and Informed
Function:	Customer Relations
DP Action:	4.4.1.01 Develop, implement and maintain a communication and community engagement strategy

**Relevant Legislation:**

*Disability Inclusion Act 2014*  
*Local Government Act 1993*

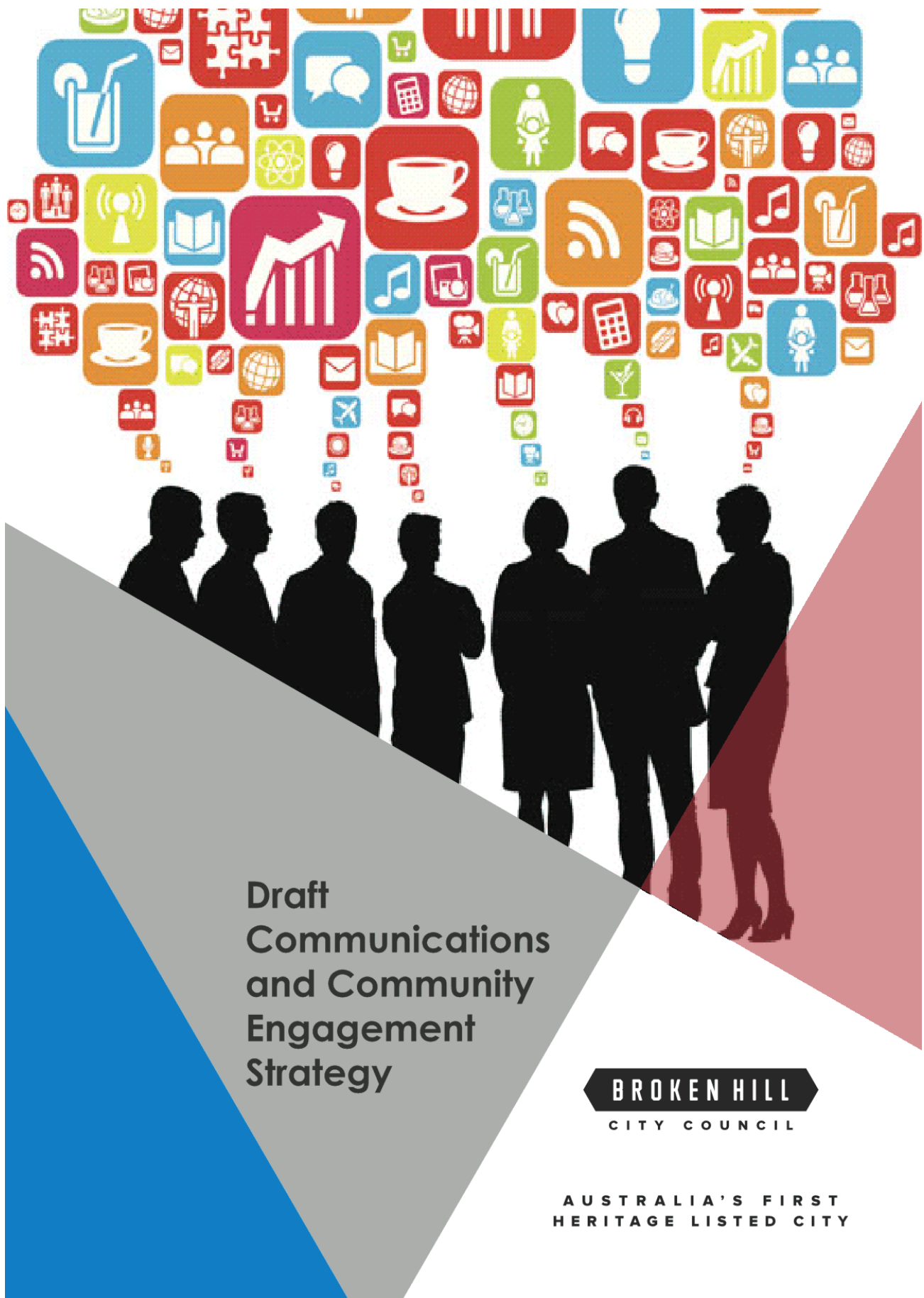
**Financial Implications:**

Nil

**Attachments**

1. [!\[\]\(e1e57bf2f9d82bc980710174e78006e3\_img.jpg\)](#) Draft Communications and Community Engagement Strategy
2. [!\[\]\(ba22d8652532edffe4b16d2ee937d0ea\_img.jpg\)](#) Draft Social Media Strategy

JAMES RONCON  
GENERAL MANAGER





QUALITY CONTROL		
TRIM REFERENCES		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.2 Our community is engaged and informed	
FUNCTION	Communication	
STRATEGY	<p>4.1.1 Communication and engagement with the community increases confidence in decision-making</p> <p>4.4.2 Engage the community through information and activities aimed at increasing participation</p> <p>4.4.3 Increase knowledge and awareness of challenges and opportunities facing the city</p>	
RESPONSIBLE OFFICER	Communications & Community Engagement Coordinator	
REVIEW DATE	June 2019	
COMPANY	Broken Hill City Council	
EMAIL ADDRESS FOR ENQUIRIES ONLY	Council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NUMBER
February 2017	Communications audit and internal workshops	
July 2017	Community survey	
ASSOCIATED DOCUMENTS	Community Strategic Plan, Smarter Communities Framework, Digital Strategy, Disability Inclusion Action Plan, Customer Service Framework, draft Social Media Strategy, Media Relations Policy, Disability Inclusion Act 2014, Local Government Act 1993	



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Continual review .....	Page 16



# GLOSSARY OF TERMS

**BHCC** - Broken Hill City Council

**Focus Group** - A form of engagement in which a group of people are asked about their perceptions, opinions, beliefs and attitudes towards a product, service, concept, advertisement, or idea.

**IAP2** - International Association of Public Participation

**Platform** - Specific type of social media (eg Facebook, twitter, etc)

**Stakeholder** - Any person, group, business or government body with which Council will interact or affect as part of a project or initiative.

**Steering Group** - A mixed group consisting of staff, Councillors and stakeholders who meet to monitor a project or initiative, provide advice, and troubleshoot where necessary.

**WCAG** - Web Content Accessibility Guidelines

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# INTRODUCTION

Thank you for your interest in Broken Hill City Council's Communications and Community Engagement Strategy.

Council makes decisions that impact our community in a variety of ways. If you live, work, learn, invest, or play in the Silver City, we want to hear your thoughts and feedback on Council projects and initiatives.

We are continually looking to further our engagement with the community to capture the knowledge, experience, and aspirations of residents and other stakeholders as we make decisions about the city's future.

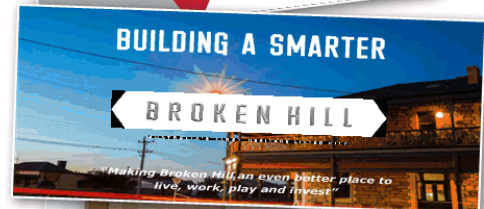
Community input is crucial to the direction of Broken Hill as a whole, and Council is committed to ensuring that everyone has access to fair and informed decision making opportunities.

We want to maintain an environment where community members from all backgrounds are heard, and feel they can make a meaningful and valued contribution to matters that affect our everyday lives.

In compiling this document, we have considered the results of an independent communications audit and survey conducted in 2017, along with the results of other community engagement initiatives undertaken in the last 18 months.

This strategy has also been developed with regard to our Community Strategic Plan, Smart Communities Framework, Digital Strategy, Disability Inclusion Action Plan, Customer Service Framework, draft Social Media Strategy and Media Relations Policy, along with relevant Local Government Acts and legislation.

We hope this document helps explain the strategy that will guide the way Council communicates and engages, now and into the future.



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## WHAT IS COMMUNITY ENGAGEMENT?

Community engagement is about involving the community and other stakeholders in Council's decision making process.

Council employs a variety of tools and techniques to engage, and the feedback from the community and stakeholders helps us to understand varied points of view, gather information, and identify common ground.

It is also provides access to a greater range of solutions; The collective wisdom and experience of the people of Broken Hill and other stakeholders can help Council to achieve the visions and aspirations of the community.

Through effective, proactive, and responsive community engagement we develop relationships, build capacity, inform decision making, and take informed action.

Community engagement provides the opportunity for Council to learn about diverse views, insights, and issues in our region.

**In essence, community engagement allows Council  
to work with others to make our city better.**

## HOW DOES COUNCIL ENGAGE?

Communication and engagement principles from the International Association of Public Participation (IAP2) are used to shape Council's community engagement, as it is considered a world-leader in the field.

The IAP2 Community Engagement Model below shows that engagement between Council and the community can occur in a variety of ways.

You will notice that some instances of engagement are initiated by Council, some are initiated by the community, and some are shared equally between both parties.

### IAP2 AUSTRALASIA COMMUNITY ENGAGEMENT MODEL



### HOW THE MODEL WORKS

The IAP2 Community Engagement model shows the five key types of community engagement that may occur. Each sphere of community engagement is explained below:

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## HOW THE MODEL WORKS (CONT)

### Council leads and acts

In this sphere, community engagement is about enabling community members to stay informed of, and actively contribute to, the key decisions that are being made by Council on matters that interest or impact upon them.

Council initiates engagement because we recognise the invaluable contribution of community feedback and the role this plays in ensuring that Council facilities, services and priorities consistently meet the needs of our diverse and evolving community.

When working in this way, Council leads the engagement process, considers feedback, makes the final decision and implements the outcome. For example, the development of the Council budget and the associated strategies, plans, policies and projects all fit in this scope. Most of the community engagement activities at Broken Hill City Council fit in this sphere.

### Council leads, community acts

In this sphere, community engagement involves Council leading the conversation with communities and stakeholders taking responsibility for action.

This occurs when Council cannot achieve the outcome alone and advocates for others to act. For example, Council may encourage the community to reduce smoking, eat healthy, or increase exercise.

### Community leads, Council acts

In this sphere, the community identifies a problem or opportunity and proposes the required action. The community cannot achieve the outcome alone and advocates for Council to act.

For example, a community group identifies an environmental issue that is affecting the city, and wants Council to lobby the Federal Government to take action. The community group rallies support, and approaches Council with a request for support. Council agrees to take on an advocacy role and present the community's concerns to the Government.

### Community leads, community acts

In this sphere, the community leads the conversation and has responsibility for taking action. Leaders engage community members to build understanding, gather support and deliver the project or initiative.

Council does not have a role in decision making or implementing action, but may provide support such as an advocacy role, resources, or funding where appropriate.

### Shared leadership and action

In this sphere, Council and communities or stakeholders share roles in leadership, decision making, responsibility and action.

This can be seen when Council partners with another agency, government body, organisation or community group to jointly provide services for our community.



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## METHODS OF ENGAGEMENT AND COMMUNICATION

There is no 'one size fits all' approach when it comes to communication and community engagement. Council realises that a number of communication mediums must be utilised to reach as many stakeholders as possible on a given issue.

To this end, Council will employ multiple communication techniques on each project/initiative to ensure a broad cross-section of the community can have their say.

Some of the methods Council will use include, but are not limited to:

- Council's webpage
- Live streaming
- Social media
- E-mail
- Telephone
- Teleconferencing
- TV (editorial/advertising)
- Newspaper (editorial/advertising)
- Radio (editorial/advertising)
- Focus groups
- Steering groups
- Public forums
- Letterbox drop
- Letters
- Flyers/Posters
- Receipt of petitions
- Surveys and polls
- Site visits
- Personal briefings
- Word of mouth



## WHEN DOES COUNCIL ENGAGE?

Not every decision made by Council requires community engagement. However, when planning community engagement activities, Council's Communications staff will work to determine the most appropriate level of participation required.

Depending on the nature and complexity of the project/initiative being delivered, the level of community engagement may vary. Similarly, this level may vary for different aspects or stages of the project/initiative.

The following diagram provides an overview of the IAP2 Public Participation Spectrum, which Council uses as a guide in the development of community engagement plans:

### IAP2'S PUBLIC PARTICIPATION SPECTRUM

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© IAP2 International Federation 2014. All rights reserved.

Council staff will endeavour to plan their community engagement activities in a timely, effective, and innovative manner, ensuring that they assess their target audience and develop the most suitable tools and methods of communication to encourage a high level of participation that is appropriate to the project.

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*'We need concise reports on important, relevant Council business that affects local ratepayers.'*

*'Be more honest and transparent with the ratepayers and the community.'*

*'Update the Council website and make it easier to navigate.'*

## HOW WAS OUR STRATEGY INFORMED?

From early 2017 Council underwent an independent communications audit and conducted focus groups with staff to provide an internal assessment of its communication and engagement capacity.

The audit outlined that Council's communication and engagement was affected by budget constraints, poor brand reputation, a lack of community trust, and a challenging media landscape.

A community survey to gain feedback on how Council was performing in terms of communication and community engagement was also conducted.

The survey, which was held in late July 2017, produced mixed results.

An encouraging 66 per cent of respondents said they knew where to find information about Council, and around half stated that there are effective channels in place to provide feedback to Council.

However only 45 per cent said they felt well-informed about what is happening at Council, 32 per cent felt Council listened to feedback, and just 22 per cent felt Council was transparent in its decision making.

Locals were also asked to provide general comments on Council and its communications and engagement. Responses ranged from complimentary to scathing, however all feedback was considered when compiling this strategy.

Finally a draft copy of this strategy was sent to senior staff for feedback.

*'Be able to take advice when it is given by community members.'*

*'More notices, more Facebook updates, more information in the paper.'*

*'We need more information, more transparency, and open discussion.'*



## OUR STRATEGY

### KEY STRATEGIC DIRECTIONS

- Continue building trust
- Digital focus
- Website upgrade
- Maintaining media relationships
- Inclusive engagement
- Early engagement
- Shared communication
- Continual review

### CONTINUE BUILDING TRUST

It is imperative that Council continue to build community trust in its communication and engagement processes.

A 2017 survey of residents and businesses showed that 32 per cent of locals felt Council actually listened to feedback, and just 22 per cent felt Council was transparent in its decision making.

There is also the perception in the community, right or wrong, that Council has previously proceeded with projects and initiatives without adequate community consultation. It is important for staff to remember that public perception of Council will not change immediately, and an increase in the community's trust in Council and its communications can only be effected by continuing improvement in the organisation's transparency and engagement methods where possible.

Council can achieve its aim of building trust by:

- Live streaming Council meetings, engagement sessions, and presentations
- Providing succinct summaries of Council meeting outcomes
- Maintaining a high output of media releases explaining Council decisions
- Making information available to all stakeholders at the same time via the internet
- Maintaining focus on planned and thorough community engagement initiatives
- Acting on feedback received where appropriate
- Using simple language to ensure communication is accessible

## DIGITAL FOCUS

The Federal Government has predicted that four out of five Australian citizens will choose to engage with all levels of government through the internet or other type of online digital service by 2020.

Australians are more mobile, more connected and more reliant on technology than ever before. A digital transformation is taking place in almost all industries as people increasingly look to get and receive their information online.

Broken Hill is no different, with around 70% of all households now regularly accessing the internet.

This number will only increase, and it is critical that Council takes steps now to ensure it is well positioned to meet the needs of the community as the reliance on digital communication inevitably increases.

Council is already looking to implement digital solutions across the organisation in line with its Smarter Communities Framework and Digital Strategy, and it is important that communication and engagement methods align with this approach.

Council can maintain a digital focus when approaching communications and engagement by continuing to:

- Embrace digital solutions to communication and engagement challenges
- Monitor the latest advancements in the digital space
- Maintain and upgrade existing digital communication methods
- Upskill staff to use digital mediums to engage with the community
- Ensure communication and engagement methods align with relevant strategies
- Make Council staff, services and information accessible by digital media platforms

## WEBSITE UPGRADE

While an upgrade of Council's website could be considered part of the 'digital focus' listed above, its scope and importance makes it suitable to be a standalone direction for Council.

Every day Council processes hundreds of requests, and more than ever residents are interacting with Council online rather than visiting the Administrative Centre.

Council's website has essentially become the digital front door for Council, and as a result, it must be easy for users of all abilities to find what they are looking for and conduct their businesses via our website.

Council's current website is cumbersome and difficult to navigate, and is not compliant with Web Content Accessibility Guidelines (WCAG) 2.0 AA standards.

Council has committed meeting its obligations to provide a website that meets international accessibility standards as part of its Disability Inclusion Action Plan, which was created in accordance with requirements of the *Disability Inclusion Act 2014 (NSW)*.

## **WEBSITE UPGRADE (CONT)**

In order to meet the aim of upgrading our website, Council will:

- Develop a business case with estimates of costs for updating vs replacing the Council website to WCAG 2.0 AA standard.

The business case will help inform Council as to whether our current website is still fit for purpose, in conjunction with our Digital Strategy, Smart Communities Framework, and this strategy.

However, in the event that it is no longer fit for purpose, Council will:

- Investigate options for an entirely new website in consultation with Council's IT Department
- Develop a business case with cost estimates for the preferred option
- Implement the new website upon its completion

## **MAINTAINING MEDIA RELATIONSHIPS**

While Council will make every effort to ensure Council's communication and engagement methods keep pace with the growing demand for digital interaction, it is important that Council maintains its relationship with local media.

Respondents to a 2017 communication survey were asked to list their preferred methods of receiving information from Council, with Council's digital platforms (Website, video, social media, e-newsletter) accounting for around 40% of responses.

When combined, local TV, radio and newspaper accounted for 45.5% of responses, with the remaining 14.5% preferring face-to-face information or some other method.

These results show that there is still strong demand for traditional media.

However it is important to remember that Council's ability to reach residents who wish to exclusively receive their content via TV, radio and newspaper can be constrained by the media outlets themselves.

Council can only control the amount of information given to media outlets - it cannot control the amount of information those outlets pass on to the public, nor how that information is presented.

Council can maintain its existing media relationships by:

- Following the guidelines set out in Council's Media Relations Policy

## **INCLUSIVE ENGAGEMENT**

It is important that all future communication and engagement activities include a focus on targeting traditionally “hard to reach” members of our community.

In Broken Hill these “hard to reach” groups are typically children and youth, aged and disabled residents, indigenous residents, and other minority populations.

If Council is to conduct truly inclusive engagement, it is essential that any communication or engagement methods or activities include targeted processes to ensure these groups can have input into any outcomes or decisions.

To achieve this goal, Council will look to:

- Work with local aged and disability service providers when engaging
- Work with local schools, pre-schools and community youth bodies when engaging
- Work with indigenous health and service providers and community groups including (but not limited to) Maari Ma, Aboriginal Affairs, 123 Community Hub, and the Aboriginal Community Working Party when engaging
- Undertake staff training to ensure Council is comfortable and skilled in dealing with people with a disability
- Upgrade Council's website to meet WCAG 2.0 AA standard, including language translation for minority groups

## **EARLY ENGAGEMENT**

Community engagement should form part of the foundation of any significant project or initiative. The views and needs of stakeholders should be considered at the earliest stages to help provide direction and ensure an outcome that is, where practicable, agreeable for all parties.

Council will pursue its aim of ensuring engagement is undertaken at the start of projects and initiatives by:

- Encouraging staff to consider community engagement in the first instance
- Encouraging staff to consult with the Communications team at the earliest convenience regarding the appropriate type and method of engagement required for an upcoming project or initiative
- Providing staff with a basic communication planner allowing them to consider milestones, key dates, stakeholders, communication budget, and other related facets of community engagement before undertaking works
- Providing a Community Engagement Toolkit to provide guidance in the event that Communication staff are unavailable at the outset of a project

## **SHARED COMMUNICATION**

Council can provide improved quality of communication by allowing subject matter experts to communicate directly with their target audience.

By training individual Council departments in the use of their assigned social media platforms, Council can increase its communication flexibility, and in some instances improve the depth and accuracy of information being passed on to the public.

This increase in communication quality can, on occasion, also be achieved by allowing staff to have greater input in media opportunities and engagement initiatives.

Council can achieve its goal of communication and engagement opportunities being shared amongst staff by:

- Encouraging staff to participate in or facilitate community engagement
- Encouraging staff to address media on a topic with which they are the subject matter expert (when suitable and authorised by the General Manager)
- Continuing Council's collaborative approach to social media management as outlined in the draft Social Media Strategy
- Allowing staff to undertake internal and external training on community engagement and social media

## **CONTINUAL REVIEW**

Continual review is a fundamental part of any Council service, including communication and community engagement.

Council can achieve its goal of continually reviewing and assessing its communication and engagement methods and their effectiveness by:

- Continuing to analyse data from engagement initiatives and social media platforms
- Conducting an annual survey to measure Council's progress in improving its communication and engagement
- Reviewing and updating any policies relevant to Council's communication and engagement within their allotted timeframe







QUALITY CONTROL		
TRIM REFERENCES		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.2 Our community is engaged and informed	
FUNCTION	Communication	
STRATEGY	4.1.1 Communication and engagement with the community increases confidence in decision-making 4.4.2 Engage the community through information and activities aimed at increasing participation 4.4.3 Increase knowledge and awareness of challenges and opportunities facing the city	
RESPONSIBLE OFFICER	Communication and Community Engagement Coordinator	
REVIEW DATE	June 2019 or as required	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	<a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>	
DATE	ACTION	MINUTE NO.
March 2018	ELT/Management Consultation	
April 2018	Staff Consultation	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Social Media Policy Social Media Guidelines	

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## **1. DEFINITION OF TERMS**

<b>Platform:</b>	Type of social media (eg: Facebook, Twitter).
<b>Brand:</b>	The overall organisation of Broken Hill City Council (BHCC).
<b>Sub-Brand:</b>	Individual BHCC business units.
<b>Accounts:</b>	Individual social media sub brand pages (eg: Broken Hill Regional Art Gallery Instagram).
<b>Rich Media:</b>	High quality video, photographs, illustrations, images and live content.
<b>Hashtag:</b>	A word or phrase preceded by a hash sign (#), used on social media sites such as Twitter to identify messages on a specific topic.
<b>Followers:</b>	Individuals and business pages that like or follow BHCC social media accounts.
<b>Public Event:</b>	An event or activity run by BHCC or a Sub-Brand that is open to the public, either free or at a cost, and is a once off, or held less frequently than weekly.
<b>SEO:</b>	Search Engine Optimisation.
<b>Shadow Ban:</b>	When a platform restricts (without notification) the content of an account from appearing in searches by users who don't already follow the account.

## **2. PURPOSE**

The purpose of the BHCC Social Media Strategy is to provide detailed reasoning and instructions on the overall administration of brand and sub brand social media accounts in order to create and maintain consistent branding, messaging and voice.

## **3. SCOPE**

This Strategy is to ensure that all content on BHCC social media platforms is high quality, relevant, user-based and appropriately branded to support the BHCC message and objectives, in order to create engagement and loyalty from the organisation's audience.

This Strategy applies to the social media accounts owned and administered by the BHCC brand and all sub brands.

The scope of this document includes editorial guidelines for content, guidelines for interacting with followers, and the collection and analysis of performance data.

This Strategy applies to all BHCC employees, contractors and volunteers when creating content, monitoring and posting on social media accounts on behalf of the BHCC.

## **4. INTRODUCTION AND BACKGROUND**

### **4.1 Background**

Brand/Sub Brand	Platform	Followers	Launched
Broken Hill City Council	Facebook	3,636	2011
Broken Hill City Council	Twitter	972	2010
Broken Hill City Council	LinkedIn	506	2015
Broken Hill City Council	Reddit	N/A	2017
Broken Hill City Council	Youtube	78	2013
Broken Hill	Facebook	22,628	2013
Broken Hill ±	Instagram	728	2015
Broken Hill Regional Art Gallery	Facebook	1,697	2010
Broken Hill Regional Art Gallery	Instagram	865	2015
Broken Hill City Library	Facebook	1,177	2013
Broken Hill City Library	Twitter	284	2013
Broken Hill City Library ±	Instagram	195	2016
Albert Kersten Mining & Minerals Museum	Facebook	343	2014
Outback Archives ±	Facebook	1,199	2014
Outback Archives ±	Instagram	110	2015
Broken Hill Tourism Industry Group ±	Facebook	352	2013
City Traders Broken Hill Δ	Facebook	398	2015
The Living Desert – Sculptures ±	Facebook	540	2011
Test	Facebook	N/A	2016

± Denotes currently inactive

Δ Operated external to BHCC

## **4.2 Introduction**

Broken Hill City Council's social media presence has grown and evolved over the last eight years in an ad-hoc manner. This strategy seeks to formalise BHCC's approach to social media, provide guidance to staff on best practice and facilitate a collaborative approach to the operation of brand and sub-brand accounts.

Following from data analysis, consideration of brand/sub brand resourcing and internal consultations the following account level changes are recommended under this strategy.

**Broken Hill Facebook and Living Desert Sculptures Facebook** – Merge accounts and rename from "Broken Hill" to "Broken Hill Visitor Information Centre".

**Broken Hill Instagram** – Rename from "See Broken Hill" to "Broken Hill Visitor Information Centre".

**Broken Hill City Library Facebook and Outback Archives Facebook** – Merge accounts and retain "Broken Hill City Library" as the account name.

**Broken Hill City Library Twitter** – rename from "@BHOBLibrary" to "@BHCityLibrary" or similar.

**Broken Hill City Library Instagram** – Close account.

**Outback Archives Instagram** – Close account.

**Albert Kersten Mining and Minerals Museum Facebook** – Account viability to be reassessed in September 2018.

**Broken Hill Tourism Industry Group Facebook** – Offer account to Broken Hill Chamber of Commerce. Close account if offer is declined.

**City Traders Broken Hill Facebook** – Offer account to City Traders Group. Close account if offer declined.

In the event that a business unit wishes to re-establish an account, they will follow the process for establishing new accounts as outlined further in this strategy.

There is an expectation that following these changes the remaining accounts will continue, and due to future arising business needs, there is likelihood that further platforms and accounts may be added to this list.

As part of this Strategy the BHCC Communications team will act as facilitators for the collaborative management and ongoing oversight of these accounts and any future accounts. They will guide social media staff to ensure consistent posting schedules and editorial standards. Accounts will be reviewed on a regular basis for ongoing suitability and performance.

## **5. AIM**

The aim of all BHCC social media accounts is to:

- create awareness of the BHCC brand/sub-brand and their work;
- inform and strengthen the community; and,
- where appropriate encourage the use of brand/sub-brand services and facilities.

Successful operation of social media accounts will result in higher website traffic via links on social media platforms, increased followers across all platforms and accounts, and higher quality engagement with new and existing followers.

The purpose of this Strategy is to ensure that all content on BHCC social media platforms is high quality, relevant, user-based and appropriately reflects the organisation's branding, values and objectives to create engagement and loyalty from the organisation's audience.

It is essential that messaging is consistent, accurate and responsive in order for BHCC to gain and maintain audience trust and support, and to become the single source of truth for Broken Hill, BHCC and its sub-brands.

In support of these aims to create a united and consistent voice for BHCC, its departments and services, the following tools are provided:

- editorial and administrative guidelines;
- content planning tools;
- performance monitoring as a basis for ongoing review; and,
- guide to actioning Social Media Guidelines.

## **6. ROLES, RESOPONSIBILITIES AND RESOURCING**

**Digital Officer:** The Digital Officer will manage the social media activity at a strategic level. This role will be responsible for driving regular planning and evaluation meetings, adjusting the Strategy and supporting documents as required, mentoring social media staff, collecting statistical data to track growth and engagement and report on overall performance. The Digital Officer is considered the social media staff member for named Broken Hill City Council accounts.

**Social media staff:** Social media staff will research, create and drive the approval process (where required) for ongoing content, as guided by this Strategy and outcomes of regular planning and evaluation meetings. These roles will be responsible for researching and creating content (including rich media content), scheduling content, ongoing monitoring of accounts, and responding to user activity.

**BHCC Staff:** All BHCC staff who engage with the BHCC social media accounts in an official, unofficial or private capacity must comply with Social Media Policies and Social Media Guidelines.

Role	Frequency	Responsibilities
Social media staff	Daily	Daily tasks include: <ul style="list-style-type: none"> <li>• Check accounts for interaction</li> <li>• Share relevant posts/tweets</li> <li>• Respond to direct messages</li> <li>• Respond to post/tweets (questions, comments, concerns)</li> <li>• Respond to brand mentions</li> </ul>
Social media staff	Weekly	<ul style="list-style-type: none"> <li>• Share a post or tweet from the other sub brand accounts (if applicable)</li> <li>• Draft, schedule and where required submit future content</li> <li>• Liaise with internal and external stakeholders with regards to potential content</li> </ul>
Digital Officer	Weekly	<ul style="list-style-type: none"> <li>• Research wider social media trends and industry changes</li> <li>• Liaise with internal stakeholders with regards to project updates and potential content</li> <li>• Liaise with external stakeholders with regards to potential content</li> <li>• Review submitted content</li> </ul>
Digital Officer	Monthly	<ul style="list-style-type: none"> <li>• Review and report analytics for the past month</li> <li>• Meet with other teams in the organisation for ideas/content/information</li> <li>• Coordinate rich media or owned assets</li> </ul>
Digital Officer	Quarterly	<ul style="list-style-type: none"> <li>• Review upcoming campaigns</li> <li>• Review completed campaigns</li> <li>• Review Social Media Strategy (including targets and budget) and submit revisions where required</li> </ul>

The following engagement is to occur on all platforms by Social media staff on a regular basis where appropriate and relevant:

- Like other account's posts;
- Engage with other accounts (eg: comments);
- Use first person plural when posting/commenting publicly;
- Use first person singular when responding to private/direct messages;
- Respond to all comments, questions and direct messages as per the Customer Service Framework;
- Create content in line with editorial guidelines;
- Check accounts at least twice per day.

Social media staff should have access in their workplace to the following essential tools in order to carry out their tasks.

- Access to organisation wide social media management software;
- DSLR camera or equivalent;
- Tripod;
- Adobe Photoshop.

Additionally where a sub-brand has identified the production of video/livestream content as a requirement, staff will require the following additional resources.

- Mobile phone;
- External microphone;
- External lighting;
- Adobe Premier pro;
- Tripod mobile device mount.

Where a business unit wishes to establish a new account the will need to satisfy the following criteria.

- Designate a social media staff member;
- collaborate with the Digital Officer to prepare three months of content that meets the editorial and content guidelines;
- Demonstrate their ability to operate in accordance with this strategy;
- Receive approval from the Communications and Community Engagement Coordinator.

## **7. EDITORIAL GUIDELINES**

The voice and tone of social media, as well as other digital platforms such as the website, are to be guided by editorial guidelines specific to the organisation to ensure consistency of tone and message.

Specifically to this strategy, social media was not created for organisations, and therefore 'Government or business speak' is not conducive to social media positive sentiment and interaction. Tone should be conversational while maintaining authority. For example, use "Get in touch" rather than "Contact us".

As a general guide, tone and voice should be:

- Friendly and responsive;
- Use inclusive language such as "us, we, you";
- Not generic or apathetic;
- Expressive when appropriate; and,
- Personable (eg: use the follower's name when posting responses).

Account activity (posting, interacting with users, updating information, moderating content) should be kept to business hours, or reasonable timeframes around after-hours activities/public events. Whilst social media is a 24 hour a day environment, it is important to establish and maintain our users' expectations that our staff are not available 24 hours a day to interact with them via our social media accounts.

'Further editorial guidelines are covered in section 9 of this strategy – responses and appropriate use.

## **8. CONTENT GUIDELINES**

### **8.1 Operational and Conversational Content**

Social media users will follow a brand for information and content. Content needs to be based on audience needs and wants, while also considering information that BHCC wants and needs to share.

Due to platform algorithms that control content visibility, the consistent posting of high quality and engaging content enhances an account's ability to grow its potential audience. Conversely, regularly posting low quality content, or content that doesn't engage users will harm an account's ability to reach more users in the future.

Posts must be consistent with the minimum post frequency for each platform. Posting consistently will increase brand trust, by ensuring that the audience knows there is constant activity on the platforms, and will also take advantage of social media platform algorithms. Consistent and accurate content will also result in Search Engine Optimisation (SEO), positioning BHCC as the single source of truth for all things Council related, and increase the BHCC's website traffic.

Understanding and listening to audience feedback will assist in building and retaining brand trust.

BHCC operational content examples:

- Upcoming public events;
- Updated visitor information; and,
- Promotion of services.

BHCC conversational content examples:

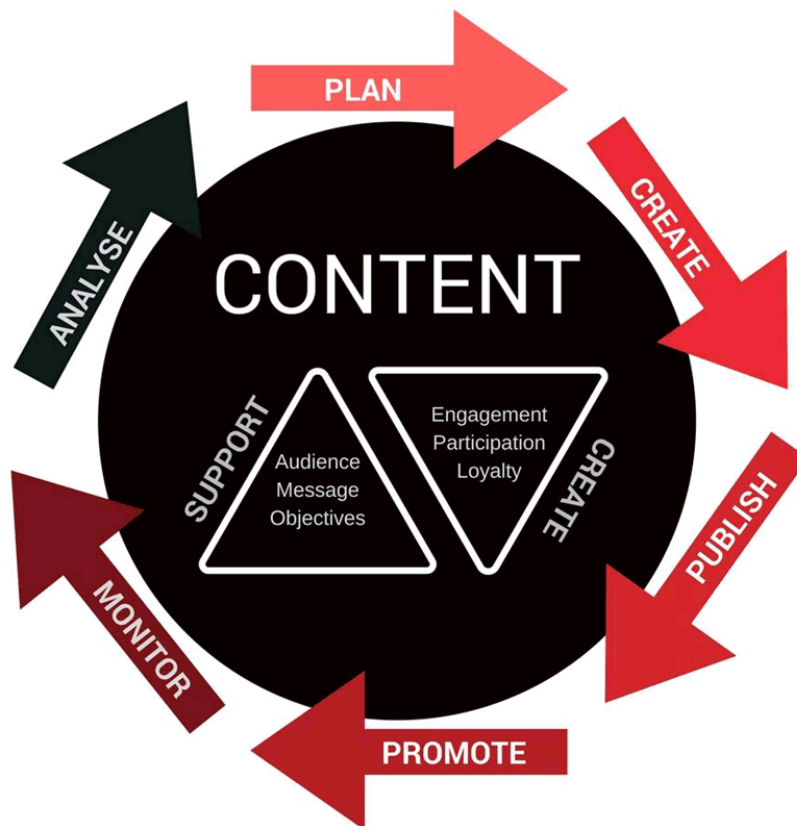
- Product and service information;
- Blogs and articles on recent events;
- Historical information (Throwback Thursday);
- Showcase experience of staff;
- Asking audience questions;
- Profile staff members to give the organisation a personal face.

## **8.2 Social media kits**

Social media kits can be created to support public events that hold significant public interest or are run in partnership with other organisations. They should take the format of a brief email containing platform specific images and suggested post content. These kits should be distributed to partner organisations, and any third parties who may be relevant to the subject matter or whose audience could be expected to be interested. An example is included in Appendix B.

### 8.3 Content workflows – creation and scheduling

Social media content should largely be created and scheduled in advance, following the standard Content Lifecycle. This planning allows for cross-organisation generated content, and flexibility for spontaneous content while still maintaining consistency in timing and tone.



#### Plan

Communicate with other sections on similar work. Consider if a social media kit is suitable  
Allow lead time:

- Ensure you have allowed enough time to allow other BHCC accounts to allow space for sharing;
- Let others know when you are planning to publish to allow lead time for social media and traditional promotional activities;
- Lead time is particularly important for time sensitive communications; and,
- Plan and schedule posts ahead of time to avoid last minute post creation.

### **Create**

Direct information to the audience;

- In order to "close the gap" between what users come onto the site for, and what staff want to disseminate, ensure you are speaking "their language" and using the right language to trigger emotion and follow up action;
- Ensure content is interesting and shareable; and,
- Try to make content relevant to today's audiences.

Edit:

- Ensure work is edited and fact checked or taken from the website which has already gone through a quality control process.

### **Publish**

Concentrate on timing and scheduling:

- Are you posting at a time that your users are online?
- Are you posting consistently with good space in between posts? Take advantage of scheduling tools to plan and schedule your posts ahead of time to save last minute post creation.

### **Promote**

Connect and share within BHCC:

- Follow up other areas of BHCC that have agreed to share the content; and,
- Ensure that you are sharing relevant and interesting posts in return.

Does this require paid promotion?

- Is the content suitable for boosting to a specific audience?
- Is there a potential ROI on the expense?
- Is the content being used for paid traditional advertising/marketing?
- Do you have the funds available?

### **Monitor**

Keep track of overall post performance for future use:

- Measure: what was the reach, clicks, shares to see what content is of interest;
- Measure: reach to see post timing; and,
- Measure: new likes to see if content is of interest to a wider audience.

### **Analyse**

Use information from Monitor to assess the success of the content, and creation of future content. As social media content is unlikely to be edited or deleted at the end of the Content Lifecycle as an article or blog may be, this information is instead applied to ongoing content on the same themes.

## **8.4 Look and feel**

In order to create a strong and recognisable brand, account profile pictures should be consistent across platforms and remain unchanged for as long as practical as they are the visual cue to our audience that content in their news feed is from us.

BHCC named accounts should use the corporate logo, whilst sub-brand accounts should use a picture of the building, location, or other appropriate image in consultation with the Digital Officer.

Cover photos can be changed more frequently, and should be used to promote public events, causes, and themed days or weeks.

### **8.5 Sub brand and third party content**

In order to maintain an integrated brand, the BHCC sub brands should share a relevant post from another account once per week. Ideally, this post will promote updates or services from the sub brands. The original post must be shared, not copied, in order to directly promote the other service.

In order to maintain professional networks and potential partnerships on social media, accounts should share content relevant to their audience from third parties. This may be in the form of sharing, retweeting or posting content received via email or social media kits. Third party content should be limited to once per fortnight. Original posts must be shared, not copied, in order to directly promote the other service.

### **8.6 Rich media content**

Where possible, the BHCC should create and use rich media such as video, livestreams, high quality photographs and other owned assets created by the organisation. Creation of original media supports the BHCC's mission, allows practice of tone of voice, and encompasses standard organisational copyright. When the creation of original media is not possible, practical or is likely to result in sub-standard content, other media may be sourced from relevant or open sources. Media that does not belong to BHCC must always be used in line with copyright obligations, with a preference for content acquired under a CC0 licence.

### **8.7 Hashtags**

Where possible, use hashtags that are already in use on social platforms. This allows posts and tweets to be more easily found using known hashtags and search terms. Only use a hashtag when it is appropriate to the post, do not use a 'trending' hashtag that is out of context with post and tweet content.

When creating new hashtags (eg: for a public event), search for the hashtag on each platform to check if there is any current usage and in what context. If the hashtag is currently in use and is not appropriate for the content, you will need to adjust your new hashtag and go through this process again.

To avoid receiving a shadow ban on Instagram varying hashtags should be used, with no 1 single hashtag used on every post.

Hashtags currently used by the organisation and recommended (depending on individual post content) are:

List of key hashtags

#### **Twitter**

#localgov  
#lgnsw  
#smartcommunities  
#heritagecity  
#BrokenHillProud  
#SmartBH  
#jimsbookofwisdom  
#nswpubliclibraries  
#publiclibraries  
#STEAM

#### **Instagram**

#heritagecity  
#bigsky  
#outback  
#perfectlight  
#livingmuseum  
#sunset  
#australia  
#nationalheritageaus  
#SmartBH  
#BHRAG  
#BrokenHillRegionalArtGallery  
#art  
#creativecommunity

## **8.8 Platform specific guidelines**

The following guidelines should be met whenever possible to ensure consistent publishing of high quality content and favourable treatment from platform algorithms.

### **Facebook**

Primary focus: Build online community, provide information and facilitate conversation in a controlled environment  
Minimum post frequency: 3 times per week  
Maximum post frequency: Twice per day  
Hashtags: Only when part of a broader campaign  
Character limit: 260 no emojis  
Recorded video: 30 – 60 seconds  
Pictures: Post individual pictures, not albums  
Events: Create 3 weeks prior to public event or earlier

### **Twitter**

Primary focus: Deliver information and key messages to media personnel, industry leaders and residents  
Minimum post frequency: once per week  
Maximum post frequency: N/A  
Hashtags: 1-2  
Character limit: 280  
Recorded video: 30 – 120 seconds

### **Instagram**

Primary focus: Build online community around visual media  
Minimum post frequency: Once per week  
Maximum post frequency: Once per day  
Hashtags: 7-10  
Character limit: N/A Restrained and appropriate use of emojis  
Recorded video: 30 – 60 seconds

### **LinkedIn**

Primary focus: Develop our employer brand through content relevant to an audience of professionals across multiple industries while building a passive talent pool for future recruitment efforts  
Minimum post frequency: Once per week  
Maximum post frequency: Once per day  
Hashtags: Only when part of a broader campaign  
Character limit: 260  
Recorded video: 30 – 120 seconds

### **YouTube**

Primary focus: Storing video content for embedding in to websites.  
Post frequency: N/A – As required.

### **Reddit**

Primary focus: Being active in an existing online community and contributing to a single source of truth through automated content  
Post frequency: N/A - Automated distribution of media releases

## **9. RESPONSES AND APPROPRIATE USE**

In order to promote positive brand awareness and create brand trust and support, every question and comment that can be answered should be. Knowing that there is a presence from the organisation will generally improve online behavior from followers. When a customer chooses to engage with us via social media we must make every effort to keep the conversation/engagement on that channel. Customers should not be advised to call, email or contact us via another method unless it is explicitly required by legislation, or will result in a significantly improved customer experience.

When responding to comments and questions, it is important to use the follower's name in a response, and to ensure that answers are not generic or apathetic in tone. Voice should be conversational in keeping with the tone of content. When replying publicly speak as the account and do not individually identify yourself, when replying to private messages speak as a staff member and sign off with your name, position title and department (if different from the account).

It is important – given lack of legislation specifically to social media – that an organisation sets the tone and expectation of their social media accounts. Guidelines setting out expected behaviour and the rules of engagement between the organisation and its online followers are reflected in BHCC's Social Media Guidelines and assists to manage follower behaviour and overall culture of the accounts. The guidelines are also to ensure a positive working environment for BHCC staff managing social media accounts.

The Social Media Guidelines specify inappropriate behaviour, which can be quoted when directly contacting followers regarding behaviour that BHCC staff and/or followers of the accounts find inappropriate, insulting, abusive or inaccurate.

Use the following method to respond to comments that contravene the Social Media Guidelines:

- Record the content in trim container 16/73
- Remove the content from the platform
- If the content contained questions or statements relating directly to the brand, send a direct message to the author explaining why the content was removed and provide a link to the guidelines
- If the content was abusive, threatening, or personal forward it to the Digital Officer who will block the user from all BHCC accounts on the platform.

When the comment is negative or a complaint (but does not contravene the Social Media Guidelines), take note of the comment as part of normal feedback pathways. If the complaint cannot be resolved on the social media platform, the complaint is to be escalated through relevant sections of BHCC.

Obvious spam should be deleted and blocked immediately.

## **10. MONITOR AND ANALYSE**

### **10.1 Data collection**

Statistics must be collected in order to effectively monitor and analyse social media performance.

Statistics such as number of followers, likes, reach and engagement give an indication of account performance and relevance. While tools like Google Analytics can show how successful social media has been in driving traffic to the BHCC website and related information.

### **10.2 Key Performance Indicators (KPIs)**

Ongoing analysis of statistics will form Key Performance Indicator (KPI) reports for each account. These indicators will be used as such, to indicate overall performance of accounts and not be used as targets. KPIs will be benchmarked monthly on historic performance and updated data circulated to relevant department managers and social media staff in the first half of each month.

## **11. EXTERNAL RESOURCES**

Social media management software

<https://engage.meltwater.com/login/custom/meltwater>

Image size guide

<https://sproutsocial.com/insights/social-media-image-sizes-guide/>

Note: for cross compatibility with mobile and desktop devices Facebook cover images should be 1500x843 pixels with critical information in one horizontal half of the image.

CC0 images

<https://www.pexels.com/>

Image collage creator

<http://www.picture2life.com/welcome/Default.aspx?auth=NotLoggedIn>

Text editor with quality control

<http://www.hemingwayapp.com/>

## Appendix A – Historic Posting Frequency

Facebook	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18
Broken Hill City Council	30	24	38	38	18	22
Broken Hill	10	6	6	3	3	3
Broken Hill Regional Art Gallery	28	43	18	35	37	22
Broken Hill City Library	28	22	23	16	15	12
Albert Kersten Mining & Minerals Museum	5	1	6	1	5	2
Outback Archives	8	2	5	0	0	1
Broken Hill Tourism Industry Group	0	0	0	0	0	0
City Traders Broken Hill	4	10	1	7	1	0
The Living Desert – Sculptures	1	0	1	0	1	0

Twitter	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18
Broken Hill City Council	23	27	39	35	14	20
Broken Hill City Library	19	7	20	14	10	11

Instagram	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18
Seebrokenhill	6	0	0	0	0	0
Broken Hill Regional Art Gallery	19	35	10	23	22	16
Broken Hill City Library	6	2	1	0	1	0
Outback Archives	0	0	0	0	0	0

LinkedIn	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18
Broken Hill City Council	3	1	7	8	5	1

Draft Broken Hill City Council Social Media Strategy

Page 17 of 19

## **Appendix B – Social Media Kit Example**

Hi All,

Exciting News!

We've just opened our call for entries for the Far West Aboriginal and Torres Strait Islander Art Prize (FWATSIAP) 2018. We would love to get the word out to as many people in the region about the fantastic opportunity this prize gives up and coming artists of all ages!

If you've got room in your social media calendar between now and the 2<sup>nd</sup> April to give this a plug, we'd really appreciate it.

Because we know how busy everyone is, please find below suggested text and appropriate tags to use as well as the attached in-line images for Social Media!

### **Facebook**

FWATSIAP 2018 Entries are OPEN - enter for your chance to share in the \$5,000 prize pool!

Entry forms available online or from @BrokenHillRegionalArtGallery, @westdarlingarts and @AmanyamithalIndigenousArts

Need a canvas? Visit our friends at @westdarlingarts!

Entries close 2 April, 2018

Proudly supported by @BrokenHillCityCouncil @MaariMaHealth @westdarlingarts @CreateNSWOfficial

<http://bit.ly/FWATSIAP>

### **Twitter**

Far West Aboriginal & Torres Strait Islander Art Prize (FWATSIAP) 2018 Entries are OPEN - enter for your chance to share in the \$5,000 prize pool! Awards for Open 2D, Open 3D, Young Artist & Encouragement. More info and forms available at <http://bit.ly/FWATSIAP> #FWATSIAP #deadly

### **Instagram**

Far West Aboriginal & Torres Strait Islander Art Prize (FWATSIAP) 2018 Entries are OPEN - enter for your chance to share in the \$5,000 prize pool! Awards for Open 2D, Open 3D, Young Artist & Encouragement. <http://bit.ly/FWATSIAP> #FWATSIAP #deadly #aboriginal #art #BHRAG #FarWest



[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)

## ORDINARY MEETING OF THE COUNCIL

April 17, 2018

**ITEM 8**BROKEN HILL CITY COUNCIL REPORT NO. 57/18

SUBJECT: LIBRARY AND CULTURAL PRECINCT DEVELOPMENT -  
GOVERNANCE ARRANGEMENTS 14/181

**Recommendation**

1. That Broken Hill City Council Report No. 57/18 dated April 17, 2018, be received.
2. That Council endorse the positions of Mayor and Deputy Mayor as Councils representatives to the Project Steering Group for the New Library and Cultural Precinct Project.

**Executive Summary:**

Council considered and adopted report 10/18, the building of a new library and Cultural Precinct in Argent Street.

This report is to advise Council of the governance arrangements for the project and seek Council endorsement that the Mayor and Deputy Mayor be confirmed as Councils appointees to the Projects Steering Committee.

**Report:**

Discussion around the future of the Broken Hill library has been occurring for some time now and at the February 2018 Ordinary Meeting of Council, Council resolved to construct a new library facility to front Argent Street utilising the Town Hall Façade. With the development of a new library and community hub facility, Council also agreed to develop a Cultural precinct as part of the broader reinvigoration of Argent Street.

This report seeks to have Council endorse the Mayor and Deputy Mayor as Councils representatives on the Project Steering Committee (PSG). The PSG will provide governance oversight of the project and formally report to Council on the progress of the project; the Mayor will Chair the PSG.

Underpinning the PSG, will be a Project Control Group (PCG) made up of Council staff who will drive the day to day occurrences of the project; the General Manager will act as the Project Director of the PCG to ensure clear visibility across the project. The PCG will report to the PSG.

The PSG will have a membership as follows:

- 2 x Council representatives – Mayor and Deputy Mayor (with proposed alternates)
- 1 x Project Director (General Manager)
- 1 x Aboriginal Working Party representative (tbc)
- 1 x Youth Council representative (Chairperson)
- 1 x Disability Inclusion Access representative

1 x Community library representative  
1 x Community Engagement representative (Mr Darrin Manuel)  
1 x Secretariat (Ms Melissa Scott)

**Strategic Direction:**

Key Direction: 1 Our Community  
Objective: 1.3 Our History, Culture and Diversity is Embraced and Celebrated  
Function: Arts and Culture  
DP Action: 1.3.1.07 Provide a library service for the City and surrounding area

**Relevant Legislation:**

*Local Government Act 1993*

**Financial Implications:**

Nil to establish a Library Project Steering Group and a Library Project Control Group.

**Attachments**

There are no attachments for this report.

JAMES RONCON  
GENERAL MANAGER

## ORDINARY MEETING OF THE COUNCIL

April 13, 2018

**ITEM 9**BROKEN HILL CITY COUNCIL REPORT NO. 58/18SUBJECT: INVESTMENT REPORT FOR MARCH 201817/82**Recommendation**

1. That Broken Hill City Council Report No. 58/18 dated April 13, 2018, 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 31 March 2018, Council's Investment Portfolio had a current market valuation of \$27,312,938 or principal value (face value) of \$27,274,432 and was compliant with all legislative and policy requirements.

**Report:**

Council's investments as at 31 March 2018 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	✓	Compliant with policy
Term to Maturity Limits	✓	Compliant with policy

**Market Review****Global issues**

In the US, talk of an impending trade war with China has the markets on edge. While the dollar figures of the US/China trade quarrel make for sensational headlines, the actual percentage is quite small in consideration of overall trade between the nations. This fact hasn't stopped the US share market from fearing the worst. Meanwhile, the US economy continues to show signs of strength. Consequently, the US Federal Reserve raised the benchmark Fed Funds rate by another 25bps to a range of 1.50-1.75% to keep the economy from overheating too soon. More rate hikes are expected in the coming months.

European and Asian markets continue to show steady, solid growth with business and consumer confidence indicators remaining positive.

### **Domestic issues**

In Australia, aggregate employment numbers recorded positive gains for the 17th consecutive month. Despite a gain of 65,000 full time jobs last month, the unemployment rate edged up slightly to 5.6% as more job seekers came back into the market. Market interest rates moved higher despite little expectations of an RBA rate hike anytime soon. Some see the large repatriation of US corporate cash, led by US tech giants, as a catalyst for the increase in domestic market rates.

### **Interest rates**

Term deposit rates ended the month 5-10 basis points higher from February month end. The best indicative 3 & 6 month TDs from Australian majors closed out March in the 2.50%-2.55% area. Meanwhile, the best indicative 12 month rates from the four majors were in the 2.65%-2.70% area. The 9 month area continues to hold good value with 2.70% available from some lower rated banks.

### **TCorp Managed Funds**

The T-Corp MT Growth Fund fell -0.06% (actual) while the T-Corp LT Growth Fund fell -0.71% (actual) during the month. The threat of a global trade war continued to weigh on markets with international hedged shares falling -2.2% although falls in the AUD helped offset losses in the international unhedged shares component (-0.4%). Australian shares also had a poor month (-3.8%) but listed property (+3.2%) showed its defensive qualities in market volatility. Australian Bonds (+0.9%) and Emerging Market Debt (+2.0%) made positive contributions to their respective funds.

### ***Council's Portfolio by Source of Funds – March 2018***

As at 31 March 2018, Council's Investment Portfolio had a current market valuation of \$27,312,938 or principal value (face value) of \$27,274,432 and was compliant with all legislative and policy requirements.

	Source of Funds	Principal Amount
<b>GENERAL FUND</b>	Operating Capital & Internal Restrictions	\$17,756,508
	Accommodation Bonds Reserve	\$45,000
	Royalties Reserve	\$432,000
	Domestic Waste Management Reserve	\$5,082,525
	Grants	\$3,890,000
	Developer Contributions	\$68,400
	<b>TOTAL PORTFOLIO</b>	<b>\$27,274,432</b>

### ***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. [!\[\]\(57fef4fe2a87576aa53b39facc982cf8\_img.jpg\)](#) March 2018 Investment Report

JAY NANKIVELL  
FINANCE MANAGER

JAMES RONCON  
GENERAL MANAGER



**Investment Summary Report  
March 2018**



## Broken Hill City Council

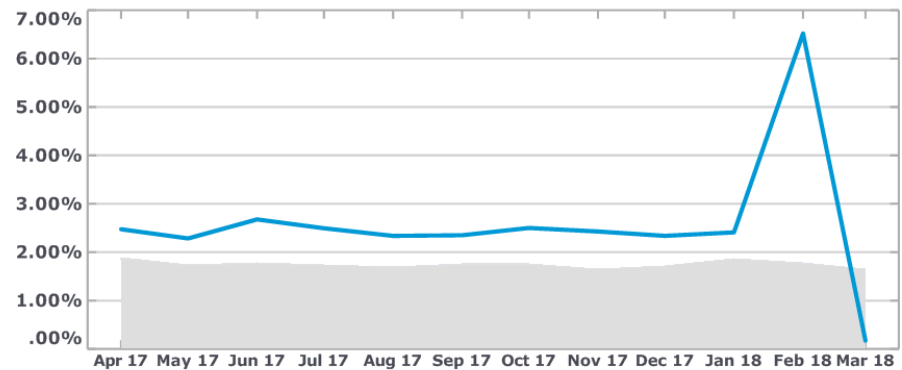
### Executive Summary



#### Investment Holdings

	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	5,574,391.01	5,574,391.01	2.54
Managed Funds	7,700,041.57	7,700,041.57	-5.38
Term Deposit	14,000,000.00	14,038,505.48	2.46
	<b>27,274,432.58</b>	<b>27,312,938.06</b>	<b>0.26</b>

#### Investment Performance

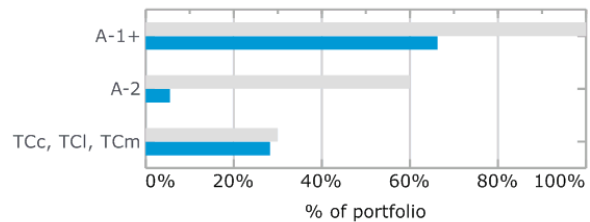


Portfolio Annualised Return

Ausbond BB Index Annualised Return

#### Investment Policy Compliance

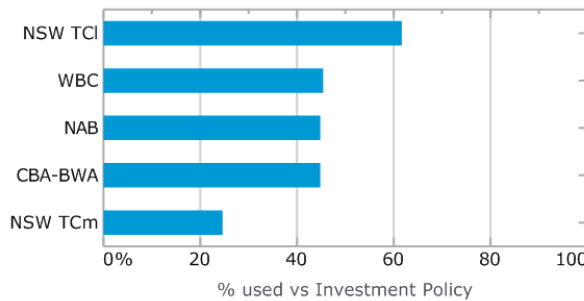
##### Total Credit Exposure



Portfolio Exposure

Investment Policy Limit

##### Highest Individual Exposures



##### Term to Maturities

Maturity Profile	Face Value (\$)	Policy Max
Between 0 and 1 Year	27,274,433	100% 100%
	<b>27,274,433</b>	

## Broken Hill City Council Investment Holdings Report



### Cash Accounts

Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
466,269.86	1.3000%	Westpac Group	A-1+	466,269.86	473409	Cheque
5,108,121.15	2.6500%	Westpac Group	A-1+	5,108,121.15	535442	90d Notice
<b>5,574,391.01</b>	<b>2.5371%</b>			<b>5,574,391.01</b>		

### Managed Funds

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
640,776.48	1.2852%	NSW T-Corp (Cash)	TCc	Cash Facility	640,776.48	535329	
5,046,088.89	-8.0726%	NSW T-Corp (LT)	TCI	Long Term Growth Fund	5,046,088.89	536442	
2,013,176.20	-0.7447%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	2,013,176.20	536441	
<b>7,700,041.57</b>	<b>-5.3780</b>				<b>7,700,041.57</b>		

### Term Deposits

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
11-Apr-18	1,000,000.00	2.4000%	Bankwest	A-1+	1,000,000.00	10-Jan-18	1,005,326.03	536227	5,326.03	AtMaturity	
26-Apr-18	1,000,000.00	2.5000%	Bankwest	A-1+	1,000,000.00	25-Jan-18	1,004,520.55	536226	4,520.55	AtMaturity	
2-May-18	1,500,000.00	2.4000%	ANZ Banking Group	A-1+	1,500,000.00	31-Jan-18	1,505,917.81	536228	5,917.81	AtMaturity	
14-May-18	1,000,000.00	2.4500%	National Australia Bank	A-1+	1,000,000.00	13-Feb-18	1,003,154.79	536370	3,154.79	AtMaturity	
16-May-18	2,000,000.00	2.4100%	Commonwealth Bank of Australia	A-1+	2,000,000.00	15-Feb-18	2,005,942.47	536372	5,942.47	AtMaturity	
23-May-18	1,500,000.00	2.5000%	Bankwest	A-1+	1,500,000.00	22-Feb-18	1,503,904.11	536369	3,904.11	AtMaturity	
30-May-18	1,500,000.00	2.4000%	IMB Ltd	A-2	1,500,000.00	28-Feb-18	1,503,156.16	536042	3,156.16	AtMaturity	
30-May-18	1,000,000.00	2.4600%	National Australia Bank	A-1+	1,000,000.00	28-Feb-18	1,002,156.71	536373	2,156.71	AtMaturity	
7-Jun-18	1,500,000.00	2.5400%	National Australia Bank	A-1+	1,500,000.00	9-Mar-18	1,502,400.82	536502	2,400.82	AtMaturity	
13-Jun-18	1,000,000.00	2.5500%	National Australia Bank	A-1+	1,000,000.00	15-Mar-18	1,001,187.67	536503	1,187.67	AtMaturity	
18-Jun-18	1,000,000.00	2.5500%	National Australia Bank	A-1+	1,000,000.00	20-Mar-18	1,000,838.36	536501	838.36	AtMaturity	
	<b>14,000,000.00</b>	<b>2.4636%</b>			<b>14,000,000.00</b>		<b>14,038,505.48</b>		<b>38,505.48</b>		

**Broken Hill City Council**  
Accrued Interest Report - March 2018



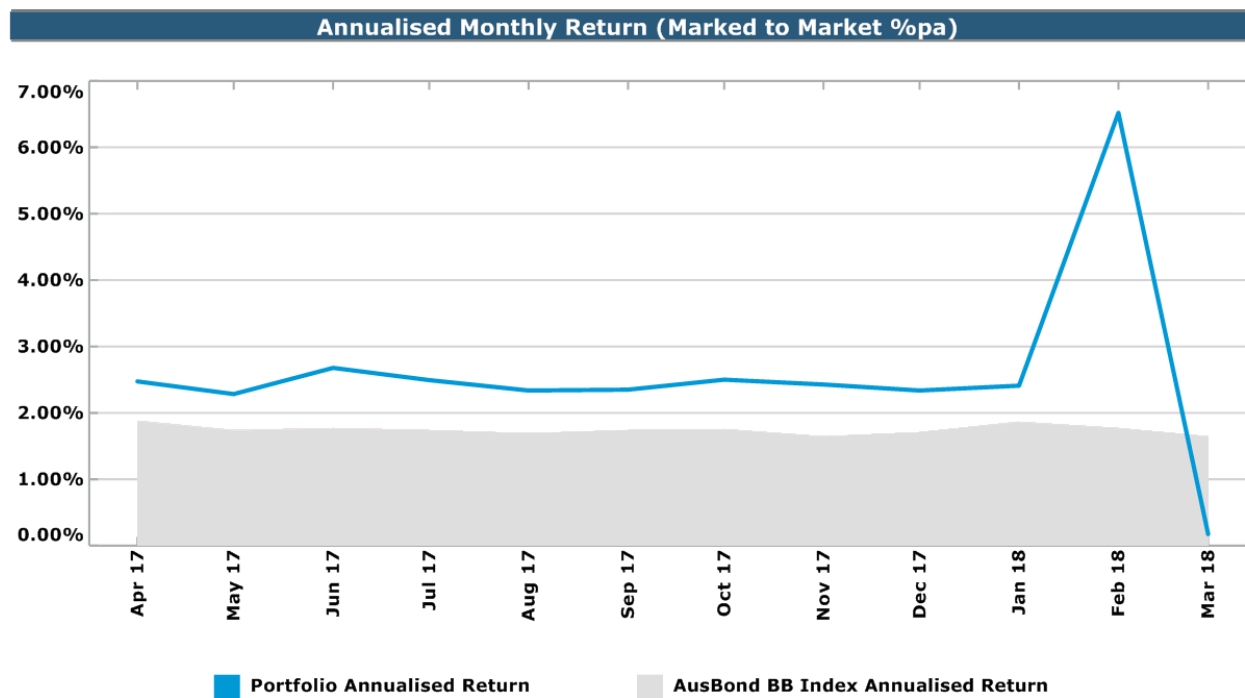
Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
<b>Cash</b>									
Westpac Group	473409	Cheque	466,269.86			2,109.47	31	2,109.47	1.30%
Westpac Group	535442	90d Notice	5,108,121.15			10,732.44	31	10,732.44	2.65%
<b>Cash Total</b>						<b>12,841.91</b>		<b>12,841.91</b>	<b>2.26%</b>
<b>Managed Funds</b>									
Cash Facility	535329		640,776.48	29-May-17			31	694.60	1.29%
Medium Term Growth Fund	536441		2,013,176.20	12-Feb-18			31	-1,278.45	-.74%
Long Term Growth Fund	536442		5,046,088.89	09-Feb-18			31	-36,202.47	-8.07%
<b>Managed Funds Total</b>								<b>-36,786.32</b>	<b>-5.46%</b>
<b>Term Deposits</b>									
Bankwest	536130		1,500,000.00	07-Dec-17	07-Mar-18	9,061.64	6	604.11	2.45%
National Australia Bank	536131		1,000,000.00	20-Dec-17	20-Mar-18	6,041.10	19	1,275.35	2.45%
Bankwest	536227		1,000,000.00	10-Jan-18	11-Apr-18		31	2,038.36	2.40%
Bankwest	536226		1,000,000.00	25-Jan-18	26-Apr-18		31	2,123.29	2.50%
ANZ Banking Group	536228		1,500,000.00	31-Jan-18	02-May-18		31	3,057.54	2.40%
National Australia Bank	536370		1,000,000.00	13-Feb-18	14-May-18		31	2,080.82	2.45%
Commonwealth Bank of Australia	536372		2,000,000.00	15-Feb-18	16-May-18		31	4,093.70	2.41%
Bankwest	536369		1,500,000.00	22-Feb-18	23-May-18		31	3,184.93	2.50%
IMB Ltd	536042		1,500,000.00	28-Feb-18	30-May-18		31	3,057.53	2.40%
National Australia Bank	536373		1,000,000.00	28-Feb-18	30-May-18		31	2,089.31	2.46%
National Australia Bank	536502		1,500,000.00	09-Mar-18	07-Jun-18		23	2,400.82	2.54%
National Australia Bank	536503		1,000,000.00	15-Mar-18	13-Jun-18		17	1,187.67	2.55%
National Australia Bank	536501		1,000,000.00	20-Mar-18	18-Jun-18		12	838.36	2.55%

**Broken Hill City Council**  
Accrued Interest Report - March 2018**Accrued Interest Report**

Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Term Deposits Total						15,102.74		28,031.79	2.45%
						27,944.65		4,087.38	<u>.17%</u>

## Broken Hill City Council

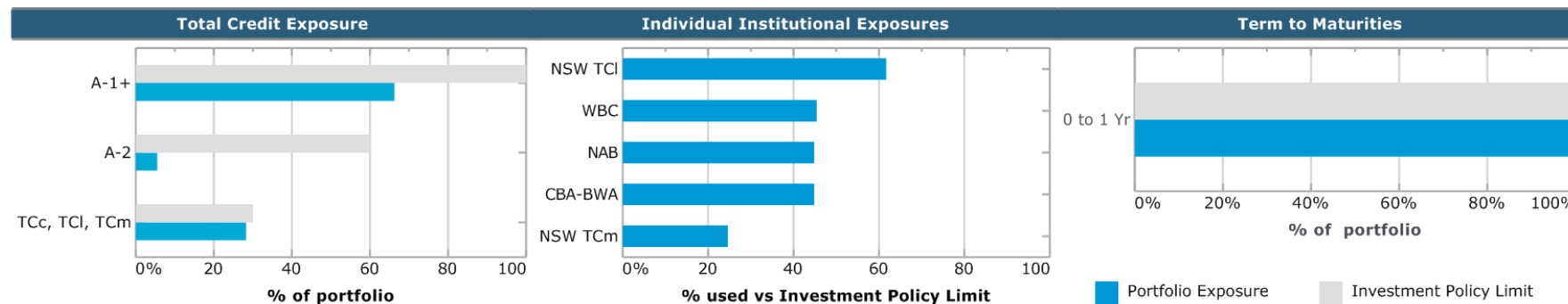
### Investment Performance Report



Historical Performance Summary			
	Portfolio	AusBond BB Index	Outperformance
Mar 2018	0.17%	1.64%	-1.47%
Last 3 Months	2.89%	1.75%	1.14%
Last 6 Months	2.65%	1.72%	0.93%
Financial Year to Date	2.56%	1.72%	0.84%
Last 12 months	2.54%	1.74%	0.81%

## Broken Hill City Council

### Investment Policy Compliance Report



	Credit Rating	Face Value (\$)	Policy Max
Short Term	A-1+	18,074,391	
		<b>18,074,391</b>	<b>66% 100%</b> ✓
Short Term	A-2	1,500,000	
		<b>1,500,000</b>	<b>5% 60%</b> ✓
Short Term	TCc	640,776	
Short Term	TCI	5,046,089	
Short Term	TCm	2,013,176	
		<b>7,700,042</b>	<b>28% 30%</b> ✓
		<b>27,274,433</b>	<b>100%</b>

✓ = compliant  
✗ = non-compliant

	% used vs Investment Policy Limit
NSW T-Corp (LT) (TCI, TCI)	62% ✓
Westpac Group (A-1+, AA-)	45% ✓
National Australia Bank (A-1+, AA-)	45% ✓
Commonwealth Bank of Australia (A-1+, AA-)	45% ✓
NSW T-Corp (MT) (TCm)	25% ✓
IMB Ltd (A-2, BBB)	22% ✓
ANZ Group (A-1+, AA-)	12% ✓
NSW T-Corp (Cash) (TCc)	8% ✓

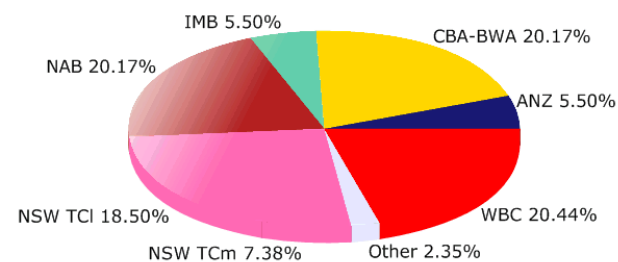
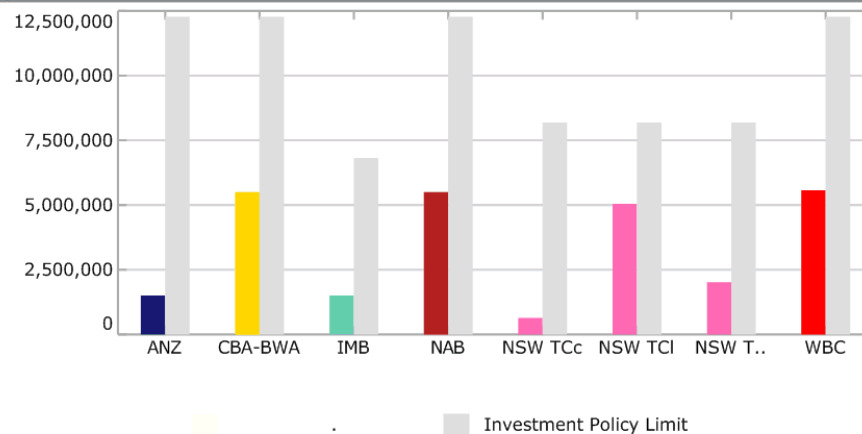
	Face Value (\$)	Policy Max
Between 0 and 1 Year	27,274,433	100% 100% ✓
	<b>27,274,433</b>	
Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	13,274,433	49%
01. Less Than 30 Days	2,000,000	7%
02. Between 30 Days and 60 Days	6,000,000	22%
03. Between 60 Days and 90 Days	6,000,000	22%
	<b>27,274,433</b>	

## Broken Hill City Council

### Individual Institutional Exposures Report



Individual Institutional Exposures				Individual Institutional Exposure Charts	
Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)		
ANZ Group	A-1+, AA-	1,500,000	12,273,495		
Commonwealth Bank of Australia	A-1+, AA-	5,500,000	12,273,495		
IMB Ltd	A-2, BBB	1,500,000	6,818,608		
National Australia Bank	A-1+, AA-	5,500,000	12,273,495		
NSW T-Corp (Cash)	TCc	640,776	8,182,330		
NSW T-Corp (LT)	TCI	5,046,089	8,182,330		
NSW T-Corp (MT)	TCm	2,013,176	8,182,330		
Westpac Group	A-1+, AA-	5,574,391	12,273,495		
		<b>27,274,433</b>			



## Broken Hill City Council

## Cash Flows Report

BROKEN HILL

CITY COUNCIL

## Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
7-Mar-18	536130	Bankwest	Term Deposits	Interest - Received	9,061.64
		Bankwest	Term Deposits	Maturity Face Value - Received	1,500,000.00
				<u>Deal Total</u>	<u>1,509,061.64</u>
				<b>Day Total</b>	<b>1,509,061.64</b>
9-Mar-18	536502	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,500,000.00
				<u>Deal Total</u>	<u>-1,500,000.00</u>
				<b>Day Total</b>	<b>-1,500,000.00</b>
15-Mar-18	536503	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
				<b>Day Total</b>	<b>-1,000,000.00</b>
20-Mar-18	536131	National Australia Bank	Term Deposits	Interest - Received	6,041.10
		National Australia Bank	Term Deposits	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,006,041.10</u>
	536501	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
				<b>Day Total</b>	<b>6,041.10</b>
				<b>Net Cash Movement for Period</b>	<b>-984,897.26</b>

## Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
11-Apr-18	536227	Bankwest	Term Deposit	Interest - Received	5,983.56
		Bankwest	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,005,983.56</u>
				<b>Day Total</b>	<b>1,005,983.56</b>
26-Apr-18	536226	Bankwest	Term Deposit	Interest - Received	6,232.88
		Bankwest	Term Deposit	Maturity Face Value - Received	1,000,000.00
				<u>Deal Total</u>	<u>1,006,232.88</u>
				<b>Day Total</b>	<b>1,006,232.88</b>

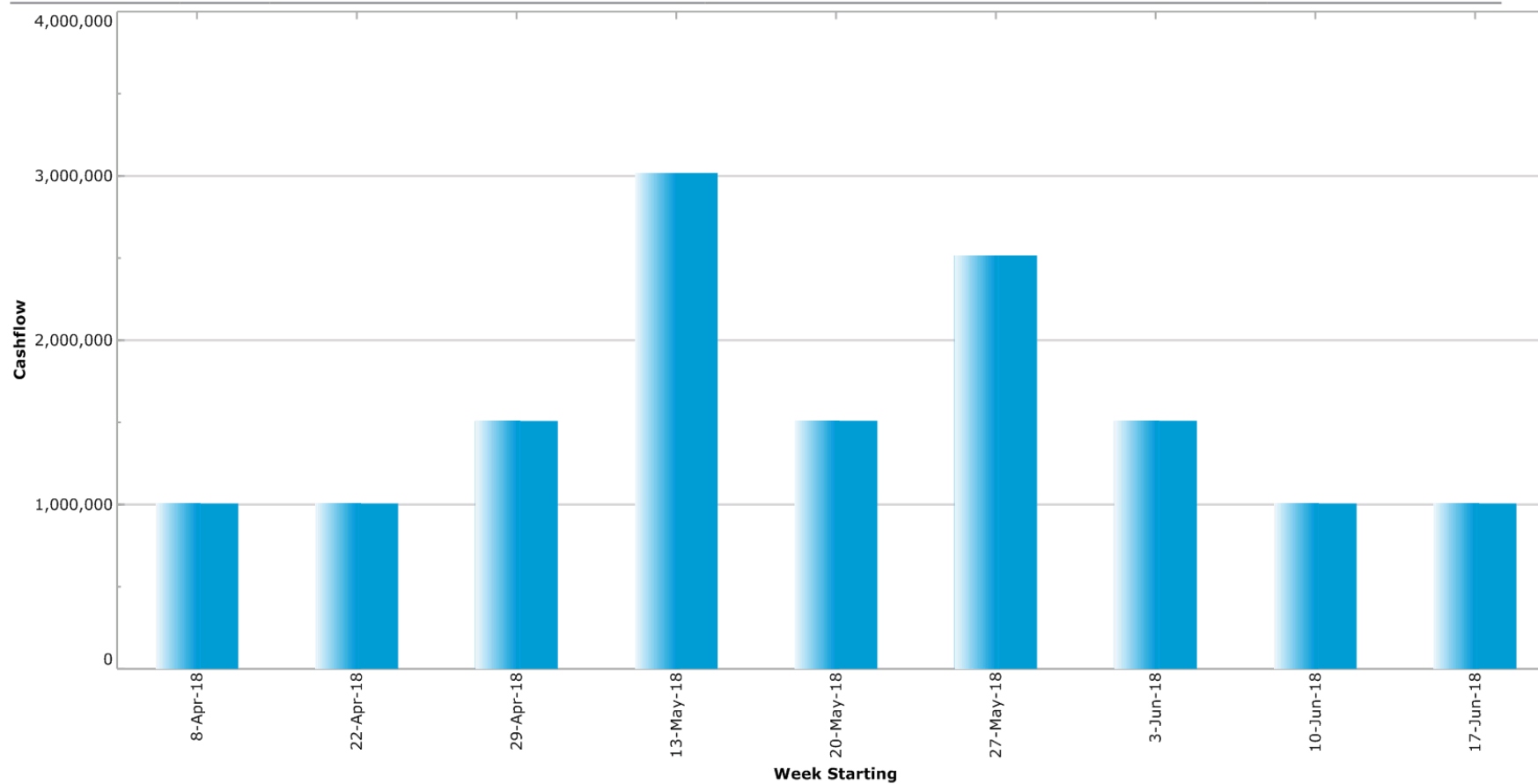
## Broken Hill City Council

### Cash Flows Report



#### Next Month Cashflows

Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
Net Cash Movement for Period					2,012,216.44



## ORDINARY MEETING OF THE COUNCIL

April 6, 2018

**ITEM 10**BROKEN HILL CITY COUNCIL REPORT NO. 59/18

SUBJECT: COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET  
ROAD RESERVE 11/199

**Recommendation**

1. That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received.
2. That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the *Roads Act 1993* and Section 186 of the *Local Government Act 1993*.
3. That the acquisition be undertaken in accordance with the requirements of the *Land Acquisition (Just Terms Compensation) Act 1991*.
4. That upon acquisition, Council to undertake required actions to open the subject road by registration of a plan in accordance with Section 7 of the *Roads Act 1993*.

**Executive Summary:**

Council have received correspondence from the Department of Primary Industries – Lands (DPI) regarding a constructed road traversing Crown Land. DPI have found that the formed road within this reserve, being an extension of Warnock and Gossan Streets in part of Lot 7469 in Deposited Plan 1182254, is not a public road within the meaning of the *Roads Act 1993*.

Given that the road is constructed and perceptibly maintained by Council, DPI have requested that Council compulsorily acquire the subject land, and open the road as a public road once the acquisition is finalised.

**Report:**

The Department of Primary Industries – Lands have instructed Council to compulsorily acquire the sections of Warnock and Gossan Street traversing Crown land in Lot 7469 in Deposited Plan 1182254. The primary issue is that whilst the established road is perceptibly constructed and maintained by Council, the constructed road is not gazetted as a public road within the definition of the *Roads Act 1993*.

For the constructed road to be gazetted as a public road, the land in question should be acquired by Council through the compulsory acquisition process as per the *Land Acquisition (Just Terms Compensation) Act 1991*.

The attached plan of acquisition has been prepared by a surveyor, and has been lodged and registered with NSW Land Registry Services. A formal letter of consent will need to be obtained from the Department of Primary Industries – Lands, and a subsequent application

will be made to the Office of Local Government. Compensation for the land acquired is to be assessed by the Valuer General as at the date of gazettal in accordance with Section 55 of the *Land Acquisition (Just Terms Compensation) Act 1993*. Native Title claimants will be notified accordingly.

Once the compulsory acquisition of the subject land is finalised, a plan is to be registered to facilitate the opening of the road as a public road, as per Section 9 of the *Roads Act 1993*.

**Strategic Direction:**

Key Direction:	1. Our Community
Objective:	1.4.4 Improve the quality of roads in and around the City and region
Function:	Local Transport
DP Action:	1.4.1.13 Implement actions from the Asset Management Plan Transport

**Relevant Legislation:**

*Local Government Act 1993*

*Land Acquisition (Just Terms Compensation) Act 1991*

*Roads Act 1993*

**Financial Implications:**

Compensation for the land acquired is to be assessed by the Valuer General as at the date of gazettal in accordance with Section 55 of the *Land Acquisitions (Just Terms Compensation) Act 1991*.

**Attachments**

1. [↓](#) Correspondence from Department of Primary Industries - Lands
2. [↓](#) Plan of Acquisition - Graham F. Howe Surveying

FRANCOIS VANDERBERG

MANAGER PLANNING, DEVELOPMENT & COMPLIANCE

JAMES RONCON

GENERAL MANAGER



Reference: DOC15/158048

Therese Manns  
General Manager  
Broken Hill City Council  
PO Box 448  
BROKEN HILL NSW 2880

Dear Therese

The attached diagram refers and identifies a constructed road traversing Crown Land at Broken Hill.

Following recent conversations with Essential Energy regarding proposed installation works on Lot 7469 in DP 1182254, being Reserve 3075 for Public Recreation notified 12 February 1887 (folio 1051), an in depth land tenure search of the area was completed and found that the formed road within this reserve, being an extension of Warnock and Gossan Streets, is not a public road within the meaning of the *Roads Act 1993*.

Given that the road is constructed and perceptibly maintained by Council, the Department of Primary Industries, Lands preference is for Council to compulsorily acquire the subject land. In this regard, Council are advised of the following:

- Applications seeking consent to compulsorily acquire Crown land under the provisions of the *Land Acquisition (Just Terms Compensation) Act 1991* should be submitted on the application form attached and will attract an application fee of \$487.70.
- Applications are generally reviewed by the Acquisitions Team within 5 days. A submission is then prepared and forwarded to the local office for comment and approval. A period of 28 days is provided for this review and approval process by the local office.
- Subject to approval being granted a letter of consent is issued. The consent letter will contain a number of conditions including a requirement for the acquisition to be completed in accordance with the *Native Title Act 1993*.
- Council will need to make their own enquiries to ensure full compliance with the *Land Acquisition (Just Terms Compensation) Act 1991*, *Native Title Act 1993* and any other relevant legislation as well as obtain the necessary approvals from within Council and Office of Local Government.
- Compensation for the land acquired is to be assessed by the Valuer General as at the date of gazettal in accordance with Section 55 of the *Land Acquisitions (Just Terms Compensation) Act 1991*.
- Should Council wish to proceed with an application for compulsory acquisition of Crown land they should complete the attached application form and submit it to [CL.acquisitions@crowmland.nsw.gov.au](mailto:CL.acquisitions@crowmland.nsw.gov.au). A tax invoice will then issue for the \$487.70 application fee.
- Any additional information on Council's acquisition process will need to be obtained from the Office of Local Government. Susan Hartley from OLG is always helpful, phone (02) 4428 4214 or email [susan.hartley@dlg.nsw.gov.au](mailto:susan.hartley@dlg.nsw.gov.au).

Far West Area, West Region  
NSW Department of Primary Industries, Lands  
PO Box 2185 Dangar NSW 2309 (45 Wingewarra Street, Dubbo)  
Tel: 02 6883 5400 - Fax: 02 6884 2067 - [www.crowmland.nsw.gov.au](http://www.crowmland.nsw.gov.au) - ABN: 42 860 678 701

In addition to acquisition Council should undertake action to open the subject road by registration of a plan in accordance with section 9 of the *Roads Act 1993*.

Further enquiries can be made with the Acquisitions Team on (02) 4937 9306 or email [CL.acquisitions@crownland.nsw.gov.au](mailto:CL.acquisitions@crownland.nsw.gov.au)

In the first instance could you please advise of Council's intentions in regards to the acquisition of the area highlighted by red hatching on the attached diagram as a matter of priority to facilitate Essential Energy's proposed installation works.

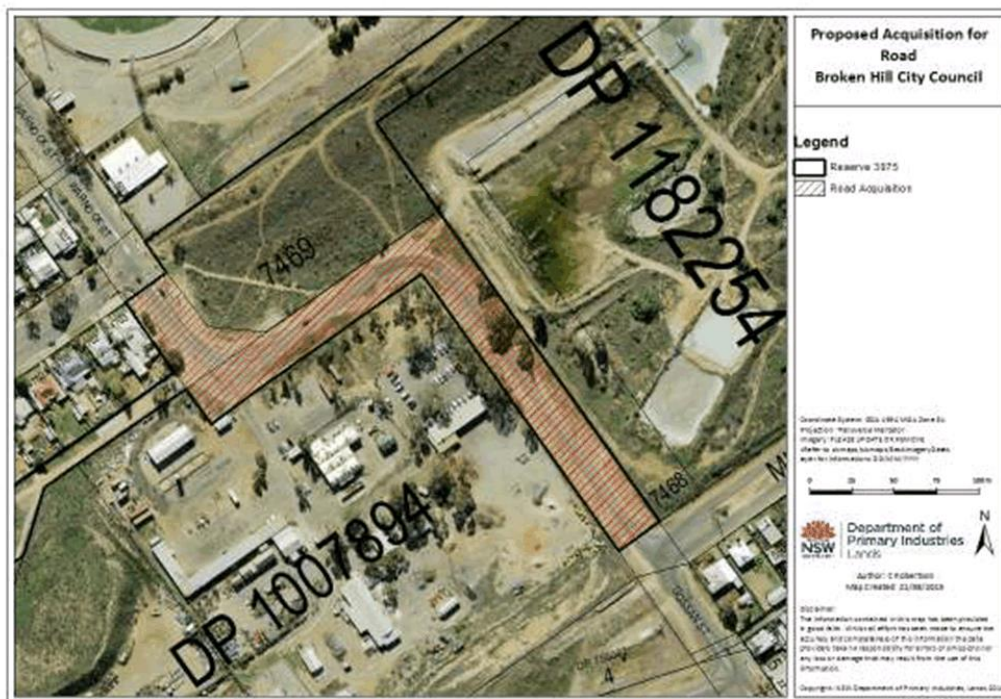
If you have any questions regarding this matter, please contact me by phone on (02) 6883 5441 or by email on [cedelia.robertson@crownland.nsw.gov.au](mailto:cedelia.robertson@crownland.nsw.gov.au)

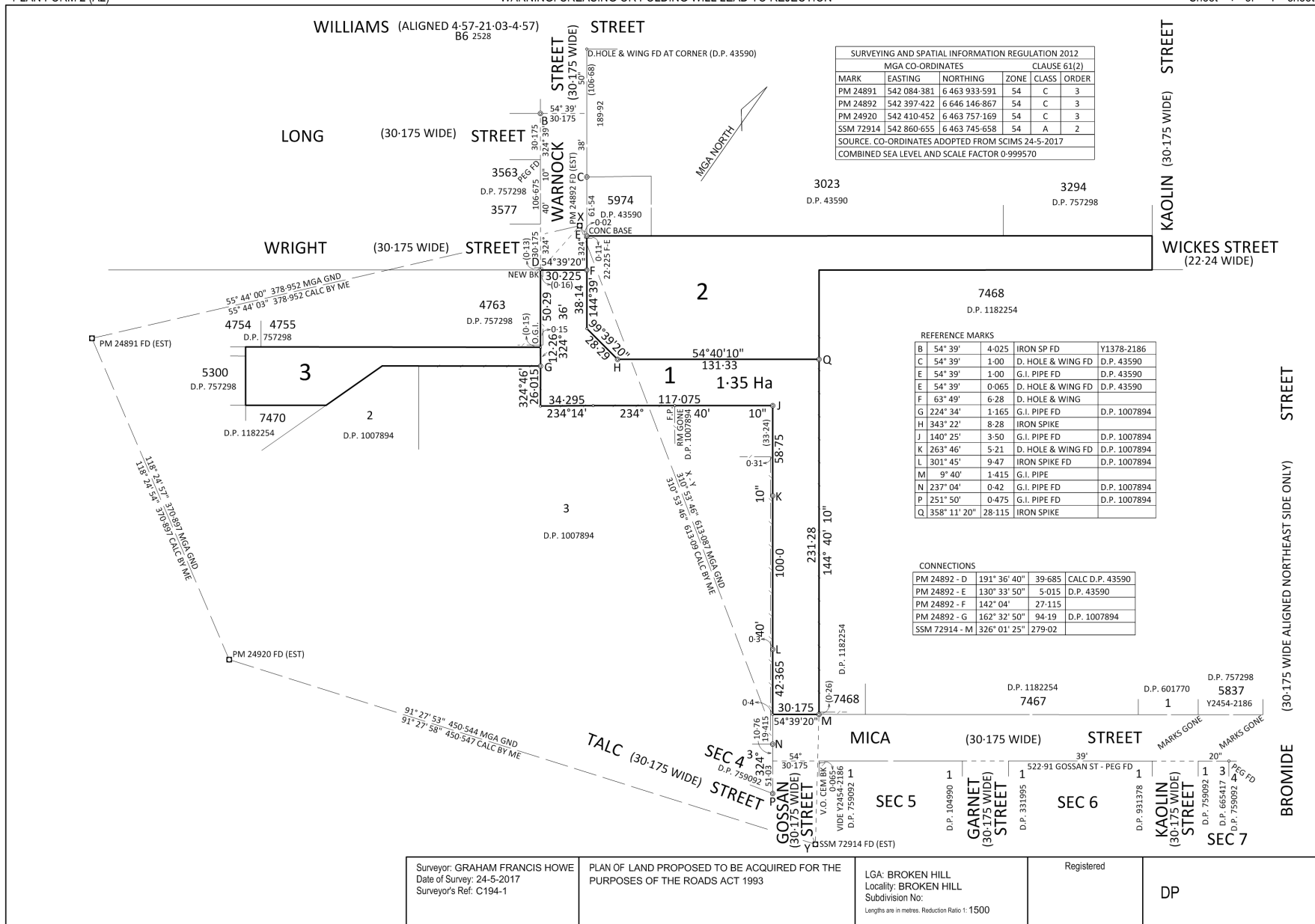
Yours sincerely,



Cedelia Robertson  
Property Management Project Officer

21 August 2015





## ORDINARY MEETING OF THE COUNCIL

March 28, 2018

BROKEN HILL CITY COUNCIL REPORT NO. 60/18

SUBJECT: MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP  
MEETING HELD MARCH 8, 2018 12/177

**Recommendation**

That Broken Hill City Council Report No. 60/18 dated March 28, 2018, be received.

That the minutes of the Broken Hill Lead Reference Group Meeting held March 8, 2018 be received.

**Executive Summary:**

Council has received minutes of the Broken Hill Lead Reference Group Meeting held March 8, 2018 for endorsement by Council

**Report:**

The Broken Hill Lead Reference Group (BHLRG), chaired by the Broken Hill City Council, is a collaborative of the many companies, organisations and community representatives that work with, have an interest in and contribute to the lead management in the local community.

The BHLRG has developed the Broken Hill Lead Reference Group Integrated Strategy to provide a forum for information exchange and to guide activity relating to lead issues for Broken Hill.

**Strategic Direction:**

Key Direction:	Our Environment
Objective:	Our Environmental Footprint is minimised
Function:	Participation at stakeholder group meetings
DP Action:	Participate in stakeholder reference groups in relation to Annual Environmental Management Reviews (AEMR's) of mining operations in the city – Lead Reference Group

**Relevant Legislation:**

Nil

**Financial Implications:**

Nil

**Attachments**

1. [!\[\]\(f0e07b97608122a136055b046f8515e6\_img.jpg\)](#) Minutes of the Broken Hill Lead Reference Group Meeting held 8 March 2018

DAVID ZHAO  
INFRASTRUCTURE PROJECTS ENGINEER

JAMES RONCON  
GENERAL MANAGER

## BROKEN HILL LEAD REFERENCE GROUP MINUTES

Meeting held Wednesday 8 March 2018, Council Chamber,  
Council Administrative Building

Meeting commenced at 10:00am

**Attendees:** David Zhao (BHCC), Lacey Butcher (BHCC) Leanne Hastwell (FWLHD, Child and Family Health), Councillor Marion Browne (BHCC), Adam Forster (Perilya), Peter Oldsen (BHELP), Craig Bretherton (NSW EPA), John Coffey (Essential Water), Cathy Dyer (Maari Ma), Margaret Lesjak (WNSWLHD), and David Lyle (UDRH)

**Apologies:** Michelle Pitt (Medicare Local), and Joel Sulicich (CBH)

David Zhao chaired the meeting

**1. Adoption of Previous Minutes**

Minutes from the previous meeting held Wednesday 24 May 2018 be adopted.

**Moved:** Margaret Lesjak and **Seconded:** Cathy Dyer

**2. Matters Arising from the Previous Minutes.**

David Zhao advised that the last Lead Reference Group Meeting held 30 August 2017 involved a bus tour of completed lead works and invited Peter Oldsen to provide a brief overview. Peter said that the bus tour was well received and positive. Peter thanked Perilya for access to the North Mine site and Broken Hill City Council (BHCC) for hosting lunch at the Living Desert.

**3. Correspondence In**

Nil

**4. Correspondence Out**

Nil

**5. Presentations – Perilya North Mine Operations**

Nil

**6. Quarterly Report**

Quarterly reports were discussed.

August 2018

**6.1. BROKEN HILL ENVIRONMENTAL LEAD PROGRAM (BHELP)**

**BHELP Steering Committee Meetings**

Funding was provided for:

1. Home remediation program 17/18
2. Bioavailability phase 2 project by Uni SA
3. Maari Ma to undertake Aboriginal education and home remediation programs for the period 2017 to 2020.

Routine blood lead testing between 6 months and 1 year will commence as part of the ongoing blood lead monitoring program.

URDH pilot study to determine whether secondary sites pose a risk to children.

#### Research Projects Projects

**1. Canopy Enterprises BH Rail Corridor Assessment**

Soil lead concentrations from 444 data points were collected across the 48 ha site and these were sub grouped into 20 distinct areas based on land use, lease arrangements and other defining elements. Upper confidence level (UCL) calculations were conducted for each of the areas. The lead impacted soils/dust which are present across the BHRY (including other ARTC lands) are at unacceptable levels. Meeting was held with ARTC to develop an action plan for implementation.

**2. Uni SA Bioavailability Phase 1 Report**

Broken Hill soil samples (BHK1-BHK12) were collected on the 11th of April 2017 along a transect (predominantly along King Street) away from the line of lode from Piper St to the laneway behind Knox Street. The study aimed to assess the elemental composition of the soil, determine lead (Pb) bioaccessibility using a gastrointestinal extraction method, and for a sub-set of soils (n = 4; BHK2, 5, 7, 12), assess Pb relative bioavailability using an in vivo mouse model Phase 2 of this study to be completed to provide additional data.

**3. Sydney Uni Assessment of legacy contamination of 10 public parks**

A monitoring survey of ten parks and ovals in Broken Hill has been carried out to determine the spatial distribution of topsoil lead (Pb) concentrations and to provide recommendations on abatement priorities. For each park, a stratified random sampling design was used to select points for the measurement of topsoil Pb concentration, which was carried out using a portable X-ray fluorescence (pXRF) device. The raw data from all ten parks was combined to generate a prediction model for topsoil Pb concentration, and kriged maps of topsoil Pb concentration for all ten parks were subsequently produced. Topsoil Pb concentrations under canopies of large trees were also assessed in several parks to ascertain whether trees might be acting as dust traps and causing accumulation of Pb beneath the canopy.

#### November 2018

- A research paper will be developed on the current state of knowledge in relation to the effectiveness of zonal remediation and provide recommendations and priorities for Broken Hill Environmental Lead Program moving forward.
- Expansion of the steering committee will include an additional member.
- A Mid-term review will be conducted along with discussions about whether the lead program should be continued after June 2020

#### BHELP ACTIVITIES

##### Home Remediation Program

- A Tender has been issued for the remediation of additional homes. The current program includes approximately 20 homes.
- Contemporary Dust Analysis – Year one report will be considered by the Steering Committee in March.
- Communications – The current Facebook campaign will run until April.
- Staff participated in the Broken Hill Pageant during December.

- Stage 2 Lead Smart 'E' learning module contract was awarded in January to the Art of Multi Media and is scheduled for completion by the end of June.
- Stage 2 Lead Smart curriculum aligned education program. Tender issued, submissions currently being assessed.

#### **Mapping Project**

Mapping has been developed to depict the following:

- The spatial changes in blood lead levels over time. It is important to note that five year increments are used in this representation along with an overall average from 1991 to 2015. Approximately 20,000 records were used in developing these maps.
- The soil lead levels as a maximum and an average of the homes assessed during the period 1995 to 2002 information about the highest risk areas.
- The age and condition of homes which was sourced from a Broken Hill City Council survey conducted in 1992.

The maps give a visual representation of the dramatic change in blood lead levels over time, trends in areas or zones in the town with repeated or elevated blood and soil lead levels and also the areas where higher risks exist. This means the maps can be used to facilitate identification of lead 'hotspots' and can be used to build a case for zonal remediation.

#### **6.2. MAARI MA**

##### **Implementation of BHELP-funded Aboriginal strategy**

Two Indigenous community engagement workers follow up each Maari Ma family who has a child lead tested. Each family home visited receives cleaning products to assist in lead abatement plus education about how to minimise a child's access and uptake of lead. Families are encouraged to permit a home assessment (soil, paint, dust) and then, where results deem appropriate, home remediation.

During this four month period 170 children had their blood lead tested and 23 houses were assessed. House remediation for high blood lead children continues to be a bottle neck. We maintain contact with families while they wait providing whatever support is required.

Maari Ma staff continue to attend the Lead Interagency meetings held with BHELP and LHD's Child and Family staff during this period.

##### **Blood lead testing & home assessments**

	Nov	Dec	Jan	Feb
# of children tested	50	28	47	45
# of pregnant women tested	0	3	7	6
# of house assessments undertaken	12	6	3	2

##### **Health promotion activities**

Maari Ma's lead staff participated in the Childrens Day in the Park and Christmas activities for Maari Ma's playgroup and HIPPY families.

Staff have also voiced radio ads regarding lead being aired on 2BH and Hill FM.

### **6.3. FWLHD**

#### **Report - Lead Overview 2017 – Broken Hill children less than 5 years old**

The information contained in the 2017 Lead report provides an update on the ongoing public health issue of elevated blood lead levels in children under the age of 5 in Broken Hill.

All children under the age of 5 residing in Broken Hill have been offered blood lead testing since 1991. This testing is voluntary and offered through the Broken Hill Child and Family Health Service and Maari Ma Primary Health Care Service. In addition, screening of umbilical cord blood lead levels of newborns, born in Broken Hill to resident mothers, commenced in 1996.

In April 2016 the NSW Ministry of Health endorsed the revised National Health and Medical Research Council (NHMRC) guidelines for the notification of blood lead levels from 10 µg/dL to 5 µg/dL. This report uses the revised lead blood notification figure and therefore reports on the proportion of children with blood lead levels under 5 µg/dL.

In 2017 there was an increase in the total number of children screened (687 to 730). During this period there was a 6.8% increase in the number of Aboriginal children screened (207 to 221) and a 6.0% increase in the number of non-Aboriginal children screened (480 to 509). The 221 Aboriginal children screened in 2017, represents the highest number screened on record. Aboriginal children tested as a proportion of all children tested has more than doubled since 2010, from 14.6% of all children in 2010 to 30.3% in 2016 and 2017.

The geometric lead mean level (age-sex standardised) for all children (1 to 4 years), 5.7 µg/dL in 2017, was slightly less than 2016 (5.9 µg/dL). However the mean result for Aboriginal children increased in this period, from 7.6 in 2016 to 8.7 µg/dL in 2017 while blood lead levels in non-Aboriginal children decreased, from 5.2 in 2016 to 4.6 µg/dL in 2017. The gap between these results (4.1 µg/dL) remains similar to the 2015 gap and almost twice as much as the gap of 2.4 in 2016 between Aboriginal and non-Aboriginal children.

The 2017 results show 58% of non-Aboriginal children in Broken Hill had a blood lead level below 5 µg/dL, compared to only 22% of Aboriginal children. The result for Aboriginal children remained the same as 2016 (22%), whilst the result for non-Aboriginal children improved in the same period, increasing from 50% to 58%. When combining the results for Aboriginal and non-Aboriginal children, there was a slight increase (42% to 46%) of all children with blood lead levels below 5 µg/dL between 2016 and 2017.

There remains ongoing work to reduce blood lead levels in Broken Hill. The proportion of Aboriginal children in all lead level categories  $\geq 5$  µg/dL are higher compared with non-Aboriginal children. Although there has been improvements in non-Aboriginal children results in 2017, of the 386 children at or above 5 µg/dL over half, 55% (213), are non-Aboriginal and 45% (173) Aboriginal. Furthermore, 54% of all children (1-4 years) tested in Broken Hill have blood lead levels above the current NSW Health notifiable level (5.0 µg/dL). In addition a review of blood lead levels by age group found that even for 1 year olds, the mean blood lead level was above the notifiable 5 µg/dL.

### **6.4. FAR WEST LOCAL HEALTH DISTRICT – CHILD AND FAMILY HEALTH**

#### **Lead screening**

- 93.5 % Broken Hill children tested in 2017

- 87.5 % tested at Child and Family – number of children tested 521, 778 tests completed.

level	No. children
< 5	334
≥5 – 14.9	180
≥ 15	14

- 6 month testing introduced January 2018.

#### FWLHD

Cerner data base for CHOC (Community Health electronic record system), is completed and commenced December 2017. Previous data base archived.

#### Child and Family

- The Lead Health Program is focusing on early intervention, educating midwives and Paediatric staff at the hospital. Procedure developed for POC cord lead testing has been approved. Education and support will continue.
- At the 2 week UHHV the Child & Family nurses are distributing BHELP's new lead booklet and raising early awareness about lead.
- Preventative focused kits distributed to families
  1. 6 month kit;
  2. General Home visit Kit;
  3. Renovation kit;
  4. Gardening and Yard kits;
  5. Sand pits and sand and incentives given to children.
- Testing 6 months, 12 months, 2 years, 3 years and 4 years.
- Recalling children with raised lead levels at 2 weeks, 3 weeks, 1 month, 3 months and routinely at 12 monthly.
- Education given to 162 six month babies and home visits offered, 20 clients accepted. Environmental home assessments for all 6 month olds and children with level ≥ 5.
- Referring all children ≥ 15 µg/dL for remediation to the Broken Hill Environmental Lead Program. 24 children referred.

#### 6.5. PERILYA

Adam Forster advised that Perilya were currently investigating a complaint in relation to a tenant in one of the Mine houses. Initial investigations have shown that lead presence in the home was very minimal and suggested that maybe the contamination could be coming from a secondary site such as school, preschool or day-care centre.

#### 6.6. ESSENTIAL WATER

John Coffey advised 90% of cases tested were below LOR.

Fencing has been installed at the Stephen's Creek Reservoir to keep cattle out.

#### 6.7. BROKEN HILL CITY COUNCIL

#### Queen Street Project

Pending works to conclude the Queen Street Project include the installation of a drip irrigation system and water tank to sustain the growth of 500 tube stock. The tube stock once matured will hold the capped soil together and restrict disturbance of the remediated area by trespassers especially dirt bikers. Works are planned to commence in April 2018, pending the completion of Council's reseal program.

#### AJ Keast Park

Works are well underway at AJ Keast Park for further capping of lead contaminated soil towards the back and PCYC side of the park.

The works approved include:

Project Component	Estimation	Status
Build concrete edging	\$15,000	In Progress
Supply and install loam	\$20,000	Loam purchased and delivered week of 5/3/2018
Supply and install mulch	\$20,000	Investigation into affordable mulch
Supply and Install Irrigation	\$4,000	Pending investigation into affordable loam
Supply and install plants	\$5,000	Plant variations discussed. Primarily Claret Ash with groundcover
Sub-Total	\$64,000	

#### Patton Street Park

Funding has been approved under the Stronger Communities Grant for Patton Street Park.

The funded works include:

Component	Funding
Sheltered BBQ Area	\$100,000
Playground	\$195,000
Footpaths	\$100,000
Amenities Block	\$250,000
Total	\$645,000

The BHELP funded projects have been integrated into the park development including:

Component	BHELP Funding
Playground Shelter	\$90,000
Handwashing Facilities	\$3,000
High Pressure Washer	\$7,000

The current status of the Patton Park development is in the Tender stage. Construction works are anticipated to commence in July 2018. The portable high pressure washers have been purchased. The portability will ensure that Council has the capacity to wash down all playground equipment that may be subject to lead dust.

#### **Lamb Oval Treatment**

Areas around the edge of Lamb Oval will be bitumised to cover bare areas that contain high lead levels. Works were scheduled for October 2017, however will realistically commence in April 2018 after Council's reseal program.

#### **O'Neil Park**

Proposed lead remediation works at O'Neil Park is focused on the BMX Track area, the empty land between the tennis courts and netball courts and a small area at the back of the soccer fields.

It was agreed that restricting access to the BMX tracks with a six foot mesh fence was an appropriate control which has been installed by SOLID CONSTRUCTIONS Pty Ltd. Access is still provided for maintenance as required. The fence will cost approximately \$15,000 to complete. Further capping works are pending for the other contaminated areas.

#### **South Road Shoulder Drain**

The South Road Shoulder Drain ballast works was completed on the 29 December 2017, by Getting There Excavations Pty Ltd.

The surrounding mulch has caught fire on various occasions. Council was contacted by Mathew Barratt from MBElectrical on 28 February 2018 regarding a second fire that they put out close to their compound and have expressed concerns to the flammability of the cardboard mulch. This matter requires attention.

Council will work in conjunction with BHELP to come up with a solution to the fires.

#### **General Business**

Nil

#### **Matters for Next Meeting**

Presentations

Peter Olsen – BHELP

#### **Action List**

Action	Who
Committee Terms of Reference provided to all members	David Zhao

**Meeting Closed** – 11:00am

**Next Meeting** – 10am Thursday 31 May 2018 – Council Chamber

## ORDINARY MEETING OF THE COUNCIL

April 10, 2018

**ITEM 12****BROKEN HILL CITY COUNCIL REPORT NO. 61/18**

**SUBJECT:** MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 380 HELD TUESDAY APRIL 3, 2018. 11/397

**Recommendation**

1. That Broken Hill City Council Report No. 61/18 dated April 10, 2018, be received.
2. That the minutes for the Local Traffic Committee Meeting No.380, held April 3, 2018 be received.

**Executive Summary:**

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as the Roads and Maritime Services), entitled '*A guide to the delegation to councils for the regulation of traffic states*':

"The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Roads and Maritime Services or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Roads and Maritime Services and the NSW Police and wait 14 days before proceeding."

**Report:**

This report is to provide Council with the minutes and action list of the Local Traffic Committee meetings held April, 3 2018 and which details recommendations to Council for consideration and adoption.

**Strategic Direction:**

Key Direction:	4. Our Leadership
Objective:	4.3 United We Stand
Function:	Leadership & Governance
DP Action:	4.3.1.1 Develop committees and/or workgroups for key issues and projects impacting Council and the City

**Relevant Legislation:**

- *Road Transport (Safety and Traffic Management) Regulation 1999*, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

**Financial Implications:**

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, if relevant.

**Attachments**

1. [!\[\]\(ff2f616b7a812fdfb10cca0b4c7ab819\_img.jpg\)](#) Minutes - Local Traffic Committee Meeting No.380 - 3 April 2018

DAVID ZHAO  
INFRASTRUCTURE PROJECTS ENGINEER

JAMES RONCON  
GENERAL MANAGER

## LOCAL TRAFFIC COMMITTEE MINUTES OF MEETING NO 380

Held 9.30am Tuesday 3 April 2018  
First Floor Meeting Room - Council Administration Building

The Chairperson/Council's Infrastructure Projects Engineer, David Zhao opened the meeting at 9.36am and welcomed all representatives present.

### 380.1 Present

David Zhao	Chairperson
Joe Sulicich	Infrastructure Projects Engineer
Peter Beven	Roads and Maritime Services (RMS) Representative
Sgt Patrick Schaefer	Local Member's Representative
Penny Robinson	Broken Hill Police
	Minute Secretary
	Administration Officer, Broken Hill City Council

### 380.2 Apologies – Marion Browne, Yvette Smith

### 380.3 Disclosure of interest - nil

### 380.4 Adoption of previous minutes

Previous minutes of meeting No 379 held 6 March 2018 were confirmed via online voting as follows:

All in favour:	RMS, LMR
Yet to vote:	Police
Against:	

### 380.5 Council Resolutions

The Council Resolution will be available at the May 2018 meeting.

### 380.6 Correspondence In

Item No.	TRIM No.	Details
380.6.1	D18/13851 D18/13854	Wright and Warnock Streets Intersection - traffic safety concerns.
Discussion Notes		<p>Council's Asset Planner Transport, James Druitt discussed safety concerns and the correspondence received about a recent motor vehicle incident that occurred at the Wright and Warnock Streets intersection.</p> <p>Council has previously placed infrastructure at the intersection to reduce vehicle speed as a result from consultation via survey with the residents of the affected area. Previous traffic/speed counts conducted by Council indicated that 95% of traffic in the area drive within the designated speed limit.</p> <p>Council's Infrastructure Projects Engineer, David Zhao suggested that bollards could possibly be installed as an option to increase protection for the property primarily at the corner of Wright and</p>

		<p>Warnock Streets intersection. The Committee agree that this may be a suitable option.</p> <p>Council's Asset Planner Transport, James Druitt advised that the residents of the area previously requested the investigation of the intersection being closed. The Committee noted that a road closure is not feasible and there is not enough evidence in traffic/speed counts and incident history to justify a road closure.</p> <p>A Council Officer will to contact the proponent to discuss other possibly safety infrastructure such as bollards.</p>
Item No.	TRIM No.	Details
380.6.2	D18/15452	RMS, Joe Sulicich requested signage for the Broken Hill Regional Events Centre located on Racecourse Road
<b>Discussion Notes</b>		<p>RMS, Joe Sulicich explained that the Broken Hill Regional Events Centre is used for caravans and when driving to the Broken Hill Regional Events Centre located on Racecourse Road, the turn off is missed as signage directs only to the Broken Hill Golf and Country Club. Turning with a caravan at the Club can be difficult.</p> <p>RMS, Joe Sulicich suggests the installation of signage to indicate the turn for the caravan parking at the Broken Hill Regional Events Centre.</p> <p>The Broken Hill Regional Events Centre accommodates 15 caravan parking places however, this is proposed to increase.</p> <p>Suggested signage to include a 'Caravan Park 300m ahead' before the turn and a 'Turn Right' sign at the Racecourse Road intersection.</p> <p>RMS, Joe Sulicich asked Council to provide a sales and services quote to pass onto the proponent as signage would be at the proponent's expense.</p>
Item No.	TRIM No.	Details
380.6.3	D18/15454	Heritage Festival - Proposed Car Park Closure (Town Hall Façade) and Road Closure (Argent Street), 15 April to 22 April 2018
<b>Discussion Notes</b>		<p>Council have provided application for review by the Committee for a proposed road closure/car park closure proposed for 15 April to 22 April 2018 for the Heritage Festival.</p> <p>The street closure will be in effect from 5pm to 6am daily and is proposed to close both sides of the street. The carpark closure is proposed for the entire duration of the period noted.</p> <p>The committee discussed this request and it is noted that a whole road closure will have an impact on NSW Police parking in Argent Street</p> <p>Council's Infrastructure Projects Engineer, David Zhao asked Police NSW, Sgt Patrick Schaefer for comment on the impact that this may have on police operations.</p> <p>NSW Police, Sgt Schaefer advised that the preferred option would be to leave the far side of Argent Street open for police and police vehicles access during this period.</p> <p>Council's Infrastructure Projects Engineer, David Zhao to discuss the proposed road closure with the applicant of the event to identify if</p>

	a full road closure is needed and propose alternative of a part road closure to allow NSW Police access to emergency vehicles.
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**380.7 Correspondence Out – Nil**

**380.8 General Business**

Item No.	TRIM No.	Details:
380.8.1	N/A	NSW Police, Sgt Patrick Schaefer queried if Council are aware if an application for road closure for Anzac Day has been received.
<b>Discussion Notes</b>		Council's Infrastructure Projects Engineer, David Zhao advised that at this time he is not aware of any application. Sgt Schaefer will contact the RSL and see if an application can be provided as soon as possible by RSL.

Item No.	TRIM No.	Details:
380.8.2	N/A	Local Member's Representative, Peter Beven advised the Committee that the viewing platform for the Broken Hill Solar Plant will be officially opened today by the Local Member.
<b>Discussion Notes</b>		The Committee noted this information.

Item No.	TRIM No.	Details:
380.8.3	N/A	Local Member's Representative, Peter Beven raised the matter of diverts in parking spaces located in Argent Street.
<b>Discussion Notes</b>		Council's Infrastructure Projects Engineer, David Zhao advised the Committee that this matter will be included in the Draft Parking Strategy.

Item No.	TRIM No.	Details:
380.8.4	N/A	Argent Lane by Repco in Oxide Street has vision issues for vehicles when driving out of the lane area and into Oxide Street due to parking.
<b>Discussion Notes</b>		Council's Infrastructure Projects Engineer, David Zhao advised the Committee that this matter will be included in the Draft Parking Strategy.

**380.9 Action Item List**

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<b>Item No.</b>	373.10.5
<b>TRIM No.</b>	N/A
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Council's Infrastructure Projects Engineer, David Zhao

<b>Current Status</b>	Pending – April 2018
<b>Date</b>	<b>Item Details</b>
August 2017	RMS, Joe Sulicich queried when the Broken Hill 'Welcome' signs are going to be upgraded.
<b>Date</b>	<b>Committee Recommendation/s</b>
	N/A
<b>Action Date</b>	<b>Running Actions</b>
August 2017	<p>Council's Manager Infrastructure, Andrew Bruggy advised that the two existing signs require RMS approval if they are to be replaced and signs are required to be in a 'clear zone' which is determined by the traffic speed in the area as to the distance required of sign placement from the road.</p> <p>RMS, Joe Sulicich advised that Council's Infrastructure Projects Engineer is aware of the 'clear zone' requirements and a meeting will be arranged in the near future to discuss further.</p> <p>Councillor Browne queried if Council branding is a factor in the process of printing new signs. Council's Manager Infrastructure, Andrew Bruggy advised that he will arrange for quotes for signage to be obtained and follow up on Council's branding requirements.</p> <p>Council's Manager Infrastructure, Andrew Bruggy advised Council has no intent to upgrade signage at this time.</p>
September 2017	<p>Manager Infrastructure, Andrew Bruggy had investigated the sign costing and design options as per the Committee's request. Options presented to Committee and will be presented to Councillors through the Key Directions Working Groups.</p> <p>Four signs will cost half of the allocated signage budget. This cost is inclusive of the final installation.</p> <p>Manager Infrastructure, Andrew Bruggy will provide feedback to the Committee on the progress of this proposal.</p> <p>RMS, Joe Sulicich advised that for a road with 110km speed zone, signs need to be placed 8 – 10m from the road edge line.</p> <p>The Committee will arrange a meeting to look at site locations for the proposed signs. RMS suggest to look at placing the signs in information bays. Other options suggested are near highway truck stops.</p>
October 2017	Manager Infrastructure, Andrew Bruggy advised that Council is currently obtaining final graphic designs and the signage will be presented to the October Council meeting for endorsement. There are also various

possible site locations for the placement of the signs that will be emailed to the committee members for their information and comment.

The committee support the installation of updated signage.

November 2017

Designs are almost finalised – Council's Manager Infrastructure, Andrew Bruggy will arrange a site visit and a calendar invite will be sent with three proposed times and dates. A bus will be arranged. RMS, Joe Sulicich and Council's Asset Planner Transport, James Druitt to advise the Committee of clearance zones on this site visit. Date proposed for the week commencing the 27 November and this will be confirmed.

December 2017

Site visit conducted with the following locations identified for signage:

- Tibbooburra sign to be located in the Common.
- Sydney road sign to replace existing 'Broken Hill Welcomes You' sign in parking bay.
- Wentworth sign in existing parking bay to the right of tourism sign.
- Adelaide road to right side of existing tourism sign.
- Airport sign near Gneiss rocks.

Council can now commence the development application process. This matter will be referred back to Council.

February 2018

Pending - February 2018

March 2018

Council's Infrastructure Projects Engineer, David Zhao will follow up the status of this matter and seek advice from Council's Manager Planning Development and Compliance, Francois Van Der Berg, relating to development application requirements.

April 2018

Council's Infrastructure Projects Engineer, David Zhao will report back to the May 2018 meeting.

**Item No.** 376.7.1

**TRIM No.** D17/51766

**CRM No.** N/A

**Responsible Officer** Council's Asset Planner Transport, James Druitt.

**Current Status** Pending – April 2018.

**Date** **Item Details**

November 2017 Review kerb/footpath height in front of Synergy Physiotherapy and Pilates Clinic, 174 Williams Street as reported to be high and causing accessibility issues.

<b>Date</b>	<b>Committee Recommendation/s</b>
November 2017	N/A
<b>Action Date</b>	<b>Running Actions</b>
November 2017	Council's Manager Infrastructure, Andrew Bruggy advised that a Council Officer will assess the kerb area in front of 174 Williams Street and provide a sales and services quote to Synergy Physiotherapy and Pilates Clinic. The sales and services quote will detail the cost of installation of a ramp at the end of the cement footpath that extends to the kerb. The Council Officer will advise the Committee of the outcome.
December 2017	Pending on outcome/response to quote - December 2017
February 2018	Pending – February 2018
March 2018	A Council Officer will assess the area and see if installation of a kerb ramp may be suitable in this area. Council will provide a Sales and Services quote. Council's Infrastructure Projects Engineer David Zhao to follow up this required action.
April 2018	Pending sales and services quote to be provide by Council.

<b>Item No.</b>	376.7.3
<b>TRIM No.</b>	D17/51769
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Council's Infrastructure Projects Engineer, David Zhao
<b>Current Status</b>	Pending – April 2018

<b>Date</b>	<b>Item Details</b>
November 2017	Request for a review of parking zone times in Thomas Street near the Hospital

<b>Date</b>	<b>Committee Recommendation/s</b>
November 2017	N/A

<b>Action Date</b>	<b>Running Actions</b>
November 2017	<p>Council's Manager Infrastructure, Andrew Bruggy to contact the Far West Local Health District (FWLHD) Manager to discuss staff parking and parking options available in the Thomas Street/Sulphide Street area.</p> <p>Council's Manager Infrastructure, Andrew Bruggy will also discuss options for Crystal Street parking and requirements of the new hospital development in relation to numbers of parks required by hospital staff. The Committee have queried that as Crystal Street is a state highway, will this cause issues with increased parking in the area and trucks. RMS, Joe Sulicich will also request further information on this matter. Outcomes of the conversations to be brought back to the committee for further discussion.</p>
December 2017	<p>Council's Manager Infrastructure, Andrew Bruggy met with a representative from the FWLHD relating to parking for the new development in Crystal Street. It is suggested to the committee that there is adequate room in the street area for angle parking. This concept would provide 300 car parks. FWLHD advised there are 122 staff and approximately on average 80 employees requiring parking per day. Council and RMS need to discuss a formal design for the area. Design would need to include a pedestrian crossing for the area and 45 degree angle parking. Council's Infrastructure to investigate the option of off Street parking adjacent to railway land.</p>
February 2018	<p>Pending - Clarification needed if Council's Manager Infrastructure discussed this matter relating to Thomas/Sulphide Street with the FWLHD.</p>
March 2018	<p>Council's Infrastructure Projects Engineer David Zhao will discuss this matter further with FWLHD to seek clarification relating to Thomas/Sulphide Street parking.</p>
April 2018	<p>This matter will be raised at the meeting to be held between Council and FWLHD when discussing Crystal Street parking matters relating to the new health development. A date for the meeting is yet to be set.</p>

<b>Item No.</b>	376.9.8
<b>TRIM No.</b>	N/A
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Council's Infrastructure Projects Engineer, David Zhao
<b>Current Status</b>	Pending - April 2018

<b>Date</b>	<b>Item Details</b>
November 2017	RMS, Joe Sulicich advised the Committee that Morgan Street School have reported and requested that the convex mirror that was located in Union Lane was stolen and needs to be replaced.
<b>Date</b>	<b>Committee Recommendation/s</b>
November 2017	N/A
<b>Action Date</b>	<b>Running Actions</b>
November 2017	RMS, Joe Sulicich query with the school who owned the convex mirror and who originally installed the mirror. The school did not know who originally provided/installed the mirror.  RMS, Joe Sulicich advised that he will see if RMS can provide the mirror, if Council can then install. RMS to advise the Committee if they can provide the mirror.
December 2017	Pending - December 2017.
February 2018	Cost investigated and the cost of the mirror and installation will only be a few hundred dollars. Council's Infrastructure Projects Engineer David Zhao advised that Council will schedule works from the existing budget.
March 2018	This item is noted as complete.
April 2018	This Item will remain pending until installation of the mirror is confirmed by Council.

<b>Item No.</b>	378.9.1
<b>TRIM No.</b>	N/A
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Council's Infrastructure Engineer, David Zhao
<b>Current Status</b>	Pending - April 2018

<b>Date</b>	<b>Item Details</b>
February 2018	Requested for discussion by Council's Infrastructure Projects Engineer, David Zhao.  'Parking Arrangements in Crystal Street for the new Medical Centre' This is directly linked to the Council Resolution Minute Number 45702.

1. That the matter be deferred pending a further report on the parking strategy for the new Health Service facility in Crystal Street.
2. That representations be made to the Roads and Maritime Service requesting that angle parking on one side of Crystal Street be introduced due to the Health Service development.

Date	Committee Recommendation/s
February 2018	That Council sends correspondence to the Roads and Maritime Service and the Broken Hill Police Service seeking their reasoning/substantiation for objecting to the introduction of angle parking in Crystal Street adjacent to the new health service development.
<b>Action Date</b>	<b>Running Actions</b>
February 2018	<p>Council's Infrastructure Projects Engineer, David Zhao requested that the committee discuss the matter in relation to the above Council resolution number.</p> <p>RMS comment that 45 degree angle parking should not be implemented in Crystal Street due to safety concerns as road trains pass through every 8-9 minutes and that the RMS Parkes Office has provided Council with the same advice.</p> <p>It is noted that this area is a RMS - state road. RMS suggest alternative off road parking be investigate such as the space near the rail way or the Musician's Club carpark. The committee note that obtaining off street car parking should be at the cost of the Health Service not Council.</p> <p>The Development Application notes 138 staff for the new facility with 38 parks to support the daily staff parking needs and two accessible parks be available.</p> <p>Councillor Browne queried how Cobar gained approval. RMS advised that Cobar have less frequency of road trains and different traffic/road conditions.</p> <p>The committee discussed that parallel parking would be possible however will reduce number of parks available. Police note that parking will need to be timed.</p> <p>Councillor Browne queried if a bypass road would alleviate the issue. The committee agree that diverting road trains from the area would be preferable.</p> <p>RMS advised that correspondence will be issued to Council in relation to angle parking in Crystal Street.</p> <p>RMS, Police and Local Member's Representative note that 45 degree angle parking is not suitable for the Crystal Street area.</p>

March 2018	Council's Infrastructure Projects Engineer, David Zhao has advised RMS representative that Council will issue correspondence to RMS seeking their reasoning/substantiation for objecting to the introduction of angle parking in Crystal Street adjacent to the new health service development.
April 2018	Council will engage in discussions with RMS relating to this matter. A meeting is proposed to be held in May between both parties.

<b>Item No.</b>	378.7.2
<b>TRIM No.</b>	D18/2453
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Council's Infrastructure Projects Engineer, David Zhao
<b>Current Status</b>	Pending - April 2018
<b>Date</b>	<b>Item Details</b>
February 2018	Request to review the carpark area near Broken Hill Foodland, 347 Beryl Street and possibly erect appropriate signage for the area. Concerns raised due to increased use of the space by both pedestrians and vehicles.
<b>Date</b>	<b>Committee Recommendation/s</b>
February 2018	Nil
<b>Action Date</b>	<b>Running Actions</b>
February 2018	<p>A new business has opened in the area and this has resulted in increased traffic/use of the area. Carpark is unlimited time zone parking.</p> <p>Suggested signage at end of lane way areas on both ends and the street frontage.</p> <p>Possibly a 'Shared Zone - Give way' with 10km speed limit would be suitable. RMS provided standards for Council's consideration.</p> <p>Council's David Zhao suggests that design be investigated for a more formalised carpark area with disabled parking and clear zones with removal of the garden beds. The committee note works would be expensive at Council's expense. Council's Infrastructure Projects Engineer advised that this would not be in the existing budget.</p>

The committee queried if this area is a part of the Broken Hill Living Museum - Perfect Light Plan. Council representatives advised that the area is not included in the plan.

Councillor Browne queried if there is any known incident history for the carpark area – no known history.

RMS suggest a 'Pedestrian Zone' with 40km speed limit however this speed is more suitable for road traffic not the carpark traffic - the primary concern is the carpark.

Discussion if one way entry would be more suitable, this is a possible option to be considered.

The committee request that Council provide draft plans and investigate costing for kerbing/split parking and separate speed zones (40km and 10km zones) for consideration at the next meeting.

Concerns raised as the carpark area is also being used to conduct fitness in the carpark/running in the carpark area. Council to raise with Corporate Risk Officer how this may need to be addressed.

March 2018 Pending – Draft plans required.

April 2018 Pending - Draft plans and costings required by Council.

**Item No.** 379.7.1

**TRIM No.** D18/9170

**CRM No.** Nil

**Responsible Officer** Council's Infrastructure Projects Engineer, David Zhao

**Current Status** Pending – April 2018

**Date** **Item Details**

March 2018 Request for parallel parking in the vicinity of 399 Mica Street, Broken Hill (related to previous items 364.7.2 and 360.9.2).

Please note - This request letter will be provided to the committee at the meeting due to confidential/personal details contained within.

**Date** **Committee Recommendation/s**

March 2018 Nil

Action Date	Running Actions
March 2018	The committee discussed correspondence received and require further information on what line marking/signage is currently in this vicinity.  A Council Officer will visit the vicinity near 399 Mica Street to identify where 45 degree angle/parallel parking/signage is and provide this information back to the committee for the April meeting.
April 2018	Council's Infrastructure Projects Engineer, David Zhao will visit the site and discuss the parking issues with the proponent.

<b>Item No.</b>	<b>379.7.2</b>
<b>TRIM No.</b>	D18/6745
<b>CRM No.</b>	Nil
<b>Responsible Officer</b>	Council's Infrastructure Projects Engineer, David Zhao
<b>Current Status</b>	Pending - April 2018
<b>Date</b>	<b>Item Details</b>
March 2018	Request from the Far West Local Health District (FWLHD) to meet with the Local Traffic Committee to discuss matters relating to the Broken Hill Health Service Redevelopment in Sulphide and Crystal Streets.
<b>Date</b>	<b>Committee Recommendation/s</b>
March 2018	That Council arrange a meeting between RMS, Council and Far West Local Health District (FWLHD) representatives to discuss correspondence received by FWLHD, General Manager, Ken Barnett.  Following issues raised by FWLHD for discussion are: <ul style="list-style-type: none"> <li>• Time limited parking in the vicinity of the Community Health Centre.</li> <li>• Drop off zone on Sulphide Street in front of the Community Health Centre.</li> <li>• Pedestrian access and safety, particularly for families bringing children to the centre.</li> </ul> <p><b>Recommendation Moved:</b> Council (David Zhao)  <b>Recommendation Seconded:</b> RMS  <b>All for:</b> NSW Police, RMS and Local Member's Representative  <b>Against:</b> Nil</p>

Action Date	Running Actions
March 2018	<p>Council's Infrastructure Projects Engineer David Zhao asked the committee if an invitation can be extended to the FWLHD to attend the next meeting to discuss the matters noted in the correspondence received.</p> <p>The committee request that the FWLHD meet with Council and RMS directly as NSW Police and the Local Member's Representative do not have authority over this matter, therefore addressing the committee is not appropriate at this time.</p> <p>RMS Representative and Council's Infrastructure Projects Engineer, David Zhao agree to facilitate a meeting with FWLHD.</p> <p>David Zhao will provide any relevant information back to the committee if required.</p>
April 2018	<p>The Committee noted that discussion is required with the FWLHD relating to the matters as outlined in the previous March 2018 recommendation. The Committee now feel that it will be beneficial to have representation from NSW Police and the Local Member's Representative at the meeting.</p> <p>The Committee agreed to extend invitation to the FWLHD to attend its next meeting, scheduled for Tuesday, May 2018 at 9.30am (ACST).</p>

Item No.	379.7.3
TRIM No.	D18/13843
CRM No.	Nil
Responsible Officer	Council's Infrastructure Projects Engineer, David Zhao
Current Status	Pending - April 2018
Date	Item Details
March 2018	Request to reduce the amount of Taxi Parks in Oxide Street by the Tiny Cactus (Argent/Oxide Street Intersection)
Date	Committee Recommendation/s
March 2018	The committee recommend that the five taxi parks located in Oxide Street, (Oxide/Argent Intersection) be reduced to three taxi parks and change two of the taxi parks to angle parking for an interim period until the Draft Parking Strategy is adopted.

**Recommendation Moved:** Council (David Zhao)  
**Recommendation Seconded:** Local Member's Representative  
**All for:** NSW Police, RMS and Local Member's Representative  
**Against:** Nil

**Action Date**

**Running Actions**

March 2018

This matter has previously been identified and will be raised for consideration in Council's the Draft Parking Strategy.

The committee discussed that in the interim, until the Draft Parking Strategy is adopted, can parking be temporarily altered to three taxi parks and change the parallel parks to angle parks.

The committee has taken into consideration the building works being done in Oxide Street at the West Darling Hotel. These building works are currently effecting parking availability in the vicinity.

April 2018

Council's Infrastructure Projects Engineer, David Zhao advised the Committee that the previous March 2018 recommendation was not presented to Council as it was identified that it is more appropriate for this matter to be included for review in the Draft Parking Strategy.

This was noted by the Committee.

**380.10 Next Meeting** – 1 May 2018

**380.11 Meeting Closed** – 10.42am

## ORDINARY MEETING OF THE COUNCIL

April 17, 2018

**ITEM 13**BROKEN HILL CITY COUNCIL REPORT NO. 62/18SUBJECT:                    ACTION LIST REPORT11/21**Recommendation**

1. That Broken Hill City Council Report No. 62/18 dated April 17, 2018, be received.

**Executive Summary:**

The purpose of this report is to ensure that Council and the community are informed on the status of actions required by previous Council resolutions.

**Report:**

A new format Action List was presented to the June 2017 Council Meeting to provide Councillors with a clearer way of reporting on the progress of outstanding Council resolutions. As per Minute No. 45570, the Action List has been produced in the new colour coded format and shows the progress of Council' outstanding decisions (Green – completed, Yellow – in progress and Red – not yet commenced).

The Action Lists attached to this report cover decisions at Ordinary and Extraordinary Council Meetings and are for information only and will be provided to Council on a monthly basis.

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:**

Nil

### Attachments

1. [!\[\]\(0575f8ead8f8213365762d8ab4edf8a9\_img.jpg\)](#) Action List - Ordinary Council Meetings
2. [!\[\]\(4c82e47a7fa0764b4017edb8241f8c3f\_img.jpg\)](#) Action List - Extraordinary Council Meetings

JAMES RONCON  
GENERAL MANAGER

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 24 September 2014	False	Reports
<p><b>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</b> 11/411</p> <p><u>Recommendation</u></p> <p>That Broken Hill City Council Report No. 231/14 dated September 4, 2014, be received.</p> <p>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".</p> <p>That documents relating to this matter be executed under Council's Common Seal in the absence of a Trust Seal.</p> <p><b>RESOLUTION</b> Minute No. 44768 Councillor P. Black moved ) That the recommendation of item 14 be adopted. Councillor C. Adams seconded )</p> <p style="text-align: right;">CARRIED</p> <p>12 Oct 2017 - 2:10 PM - Elizabeth Guest</p> <p>Property boundaries supplied by Crown lands are different to those provided in the original report for licence area. TRIM item has been actioned to Manager Infrastructure for advice.</p> <p>08 Sep 2017 - 2:08 PM - Leisa Bartlett</p> <p>Action reassigned to Andrew Bruggy by: Leisa Bartlett</p> <p>28 Jun 2017 - 3:57 PM - Elizabeth Guest</p> <p>Draft licence received for review. Property boundaries are being confirmed before finalising licence. Six maps is out and lat and longs have been obtained from Crown Lands for GIS officer to map to confirm boundaries.</p> <p>15 Jun 2017 - 10:04 AM - Leisa Bartlett</p> <p>Instructions have been sent to Solicitor to draw up licence document.</p> <p>16 Mar 2017 - 11:26 AM - Leisa Bartlett</p> <p>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:</p> <ol style="list-style-type: none"> <li>The tenure is no higher than a licence</li> <li>The licence only formalises the existing informal arrangement (area affected by the dam and the existing access to the property)</li> <li>The licence terminates if the claim of the subject land (Living Desert) is granted in the future</li> <li>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.</li> </ol> <p>Council's Solicitor will now be advised to continue to draw up licence agreement.</p> <p>16 Sep 2016 - 1:34 PM - Leisa Bartlett</p> <p>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.</p> <p>06 Jun 2016 - 3:47 PM - Andrew Bruggy</p> <p>Action reassigned to Andrew Bruggy by: Leisa Bartlett</p> <p>10 Dec 2015 - 9:39 AM - Andrew Bruggy</p> <p>Action reassigned to Leisa Bartlett by: Leisa Bartlett</p> <p>06 May 2015 - 4:59 PM - Frederick Docking</p> <p>Further investigation required into obtaining Ministerial Consent for Licence. Have made contact with Crown Lands.</p>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 31 August 2016	False	Reports
<b>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.</b>		
<b>11/197</b>		
<u>Recommendation</u>		
<ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 182/16 dated August 15, 2016, be received.</li> <li>2. That Council's previous resolution of September 2, 2009 (minute number 42106) be rescinded in favour of a new motion:               <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>c. That rental at commencement be \$250 per annum and that this rental be reviewed annually for CPI increases.</li> <li>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.</li> <li>e. That the Alma Swimming Club insure its assets and contents for replacement value as determined in conjunction with its insurer.</li> <li>f. That all other standard leasing requirements be complied with.</li> <li>g. That the Alma Swimming Club be liable for Council's legal fees incurred in this matter.</li> <li>h. That, in the absence of a Trust Seal, lease documents be signed by the Mayor and General Manger under Council's Common Seal.</li> </ol> </li> </ol>		
<b>RESOLUTION</b>		
<b>Minute No. 45323</b>		
Councillor J. Nolan moved ) That the recommendation of item 15 be adopted.		
Councillor J. Richards seconded )		
<b>CARRIED</b>		
<i>05 Apr 2018 - 3:34 PM - Leisa Bartlett</i>		
Approval given by Minister for Lands. COMPLETE		
<i>15 Feb 2018 - 10:19 AM - Leisa Bartlett</i>		
Minister for Crown Lands has requested some minor amendments to lease and new lease documents have been received from Council's solicitor and are in the process of being signed.		
<i>17 Nov 2017 - 10:27 AM - Leisa Bartlett</i>		
Lease signed by all parties and sent to solicitor 15/11/17 for approval of Minister for Crown Lands.		
<i>02 Nov 2017 - 4:14 PM - Leisa Bartlett</i>		
Lease agreement signed by both parties.		
<i>13 Oct 2017 - 3:14 PM - Andrew Bruggy</i>		
No response from ALMA swimming club to date		
<i>08 Sep 2017 - 2:08 PM - Leisa Bartlett</i>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>Action reassigned to Andrew Bruggy by: Leisa Bartlett</p> <p>18 Aug 2017 - 4:19 PM - Leisa Bartlett</p> <p>Solicitor sent draft lease to Minister for Crown Lands for ratification. Lease has been approved and has been sent to Alma Swimming Club for signature.</p> <p>15 Jun 2017 - 10:06 AM - Leisa Bartlett</p> <p>Alma Swimming Club have approved the draft lease. Council's Solicitor is finalising lease and sending to Alma Swimming Club to sign.</p> <p>23 May 2017 - 10:03 AM - Leisa Bartlett</p> <p>Reply received from Alma Swimming Club with queries on lease clauses. Liaising with Club at present.</p> <p>13 Apr 2017 - 10:35 AM - Leisa Bartlett</p> <p>Further email enquiry sent to Swimming Club whether they have received and reviewed the lease documents.</p> <p>17 Mar 2017 - 2:48 PM - Leisa Bartlett</p> <p>Solicitor sent lease documents to Alma swimming club on 19 Feb 2017. No response to date</p> <p>09 Feb 2017 - 11:41 AM - Leisa Bartlett</p> <p>Draft lease received and checked. Solicitor to send lease to Alma Swimming Club for signature prior to sending to Council.</p> <p>17 Nov 2016 - 5:03 PM - Louise Schipanski</p> <p>Meeting held, instructions to be sent to Solicitor to draft lease.</p> <p>16 Sep 2016 - 2:38 PM - Leisa Bartlett</p> <p>Meeting to be arranged with Alma Swimming Club to discuss Council resolution and terms of lease.</p>		
Ordinary Meeting of the Council 30 November 2016	False	Confidential Matters
<p><b>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 246/16 - DATED NOVEMBER 23, 2016 - SUBDIVISION AND SALE OF LAND LOT 1 DP 1140550 - CONFIDENTIAL</b> 11/338</p> <p><b>(General Manager's Note:</b> 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).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 246/16 dated November 23, 2016, be received.</li> <li>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.</li> <li>3. That the Mayor and General Manager be authorised to sign the sale of land contracts and transfers under the Common Seal of Council.</li> </ol> <p>16 Nov 2017 - 8:49 AM - Jay Nankivell</p> <p>Negotiations occurring between all party's solicitors in finalising the subdivision plan.</p> <p>19 Sep 2017 - 1:37 PM - Jay Nankivell</p> <p>The third owner is uncontactable. A new survey is being completed, to undertake this subdivision without the third owner being involved.</p> <p>16 Jun 2017 - 2:23 PM - Leisa Bartlett</p> <p>Council's solicitor is waiting for advice from purchasers solicitor.</p> <p>17 Mar 2017 - 3:48 PM - Leisa Bartlett</p> <p>solicitors are finalising contracts.</p> <p>06 Dec 2016 - 4:59 PM - Jay Nankivell</p> <p>Solicitor and surveyor engaged to prepare subdivision and contracts for sale of land.</p>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Ordinary Meeting of the Council 26 April 2017	False	Confidential Matters
<p><b>ITEM 18 - 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</b> 11/197</p> <p><b>(General Manager's Note:</b> 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).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 79/17 dated April 10, 2017, be received.</li> <li>2. That Council enters a lease arrangement with AirServices Australia for use of land at the Airport for aviation control services being Part of Lot 1 in DP1162606 and Lot 3 in DP1162606.</li> <li>3. That the initial term of the lease be 10 years with 2 x 10 year options of renewal.</li> <li>4. That the rental be \$1.00 per annum.</li> <li>5. That AirServices Australia be liable for all legal fees in the set up and renewal of the lease.</li> <li>6. That the Mayor and General Manager be authorised to execute the lease documents under the Common Seal of Council.</li> </ol> <p><b>RESOLUTION</b> Minute No. 45533 Councillor B. Licul moved ) That the recommendation of item 18 be adopted. Councillor M. Clark seconded )</p> <p style="text-align: right;">CARRIED</p> <p>15 Mar 2018 - 2:34 PM - Leisa Bartlett MPD&amp;C advised: Lease is with AirServices Australia for perusal and signature. 14 Jul 2017 - 4:46 PM - Leisa Bartlett Action reassigned to Francois VanDerBerg by: Leisa Bartlett 16 Jun 2017 - 2:38 PM - Leisa Bartlett Liaising with Solicitor regarding amendments requested from AirServices Australia 19 May 2017 - 10:59 AM - Leisa Bartlett Letter sent to Solicitor advising of Council resolution to draw up new lease documents.</p>		
Ordinary Meeting of the Council 26 July 2017	False	Confidential Matters
<p><b>ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 135/17 - DATED JULY 06, 2017 - OPTUS ALTERNATIVE LEASE PROPOSAL - 334 MCCULLOCH STREET - CONFIDENTIAL</b> 11/467</p> <p><b>(General Manager's Note:</b> 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).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 135/17 dated July 6, 2017, be received.</li> <li>2. That Council resolution minute no 45303 dated 29 June 2016 be rescinded in favour of the following:</li> <li>3. That Council lease part of Lot 22 in DP 1211288 to Optus for the co-location of telecommunication equipment, subject to the following conditions:</li> </ol>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>a) That 2 (two) outdoor equipment cabinets and associated infrastructure be installed on the land in lieu of an equipment shelter or shed;</p> <p>b) That all fencing materials, colour and design match and align with the fencing used for the Telstra compound;</p> <p>c) That the lessee (Optus) be responsible for a compiled plan of the premises for lease purposes drafted by a surveyor;</p> <p>d) That the lease be 4 x 5 year leases. Term 1 to commence on the date of execution of lease agreement and expires on 31/1/2020, term 2 to commence on 1/2/2020 to 31/1/2025, term 3 to commence on 1/2/2025 to 31/1/2030 and term 4 to commence on 1/2/2030 until 31/1/2035;</p> <p>e) That, in addition to Council's legal costs for the negotiation and execution of the lease and reasonable disbursements, Optus be liable for all survey, plan drawing and other fees associated with the preparation of this lease agreement.</p> <p>f) That the annual rent be set at \$6000 per annum and to be adjusted annually in accordance with the NSW Consumer Price Index.</p> <p>g) That documents required to be sealed be executed by the General Manager and Mayor under Council's Seal.</p> <p><b>RESOLUTION</b> Minute No. 45599 Councillor M. Browne moved ) That the recommendation of item 21 be adopted. Councillor T. Kennedy seconded )</p> <p style="text-align: right;">CARRIED</p> <p>15 Mar 2018 - 9:43 AM - Leisa Bartlett MPD&amp;C advised: Draft lease prepared and is with Optus for their review. 13 Nov 2017 - 12:36 PM - Francois VanDerBerg Applicant provided Council with a draft lease agreement. Draft lease has been forwarded to Council's solicitors for advice. 19 Sep 2017 - 9:16 AM - Francois VanDerBerg In progress, currently liaising with applicant's legal team</p>		
Ordinary Meeting of the Council 26 July 2017	False	Reports
<p><b>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 125/17 - DATED JUNE 27, 2017 - PROPOSED COMPULSORY ACQUISITION OF CROWN LAND AND PART OF WILLYAMA COMMON FOR EXTENSION TO BROKEN HILL LANDFILL FACILITY</b> 11/63</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 125/17 dated June 27, 2017, be received.</li> <li>2. That Council resolution minute no. 42491 dated 29 September 2010 be rescinded.</li> <li>3. That the Willyama Common Trust raise no objection to the proposed acquisition of part of Willyama Common Reserve No. 2421, Lot 7300 in DP 1179131, under the terms of the <i>Local Government Act 1993</i> for the purpose of extension of Landfill.</li> <li>4. That Council make an application to the Minister and Governor for approval to acquire part of the Willyama Common Reserve No. 2421 described as Lot 7300 in DP 1179131 and Crown Land described as Lot 1974 in DP 757298 by compulsory process under section 186(1) of the <i>Local Government Act 1993</i> for the purpose of extension of Landfill in accordance with the requirements of the <i>Land Acquisitions (Just Terms Compensation) Act 1991</i>.</li> </ol>		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>5. That the land concerned once acquired be classified as operational land.</p> <p>6. That documents required to be sealed by the Willyama Common Trust be executed by the General Manager and Mayor under Council's Seal in the absence of a Trust Seal.</p> <p><b>RESOLUTION</b> Minute No. 45588 Councillor R. Page moved ) That the recommendation of item 9 be adopted. Councillor B. Licul seconded )</p> <p style="text-align: right;">CARRIED</p> <p>15 Mar 2018 - 9:44 AM - Leisa Bartlett</p> <p>MPD&amp;C advised: Council acquired extension of time to finalise compulsory acquisition. New acquisition plan is currently being prepared by Council's Land Surveyor.</p> <p>19 Sep 2017 - 9:15 AM - Francois VanDerBerg</p> <p>In progress, currently acquiring statements relating to Native Title</p>		
Ordinary Meeting of the Council 30 August 2017	False	Confidential Matters
<p><b>ITEM 22 - MAYORAL MINUTE NO. 7/17 - DATED AUGUST 22, 2017 - PROBITY AUDIT REPORT - CIVIC CENTRE REFURBISHMENT PROJECT AV CONTRACT PROBITY AUDIT REVIEW - CONFIDENTIAL</b> 17/114 (General Manager's Note: This report considers probity audit of Telstra contractual arrangements with Broken Hill City Council 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).</p> <p><b>RESOLUTION</b> Minute No. 45625 Councillor C. Adams moved ) 1. That Mayoral Minute No. 7/17 dated August 22, 2017, be received. Councillor D. Gallagher seconded ) 2. That Council note the findings in the attached report. 3. That the General Manager reports back to Council by the December Ordinary Council Meeting on the progress.</p> <p style="text-align: right;">CARRIED</p> <p>05 Apr 2018 - 4:27 PM - Leisa Bartlett</p> <p>COMPLETE</p> <p>16 Mar 2018 - 11:32 AM - Leisa Bartlett</p> <p>draft report prepared for March 2018 Council Meeting subject to enquiries with OLG.</p>		
Ordinary Meeting of the Council 27 September 2017	False	Confidential Matters
<p><b>ITEM 26 - BROKEN HILL CITY COUNCIL REPORT NO. 178/17 - DATED SEPTEMBER 11, 2017 - APPLICATION FROM BROKEN HILL SCHOOL OF THE AIR - USE OF PART OF QUEEN ELIZABETH II PARK AS A PLAYGROUND AND OUTDOOR AREA - CONFIDENTIAL</b> 12/180 (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).</p> <p><b>RESOLUTION</b> Minute No. 45655</p>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Councillor C. Adams moved Councillor J. Nolan seconded	) )	<ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 178/17 dated September 11, 2017, be received.</li> <li>2. That Council seeks Ministerial approval to enter into a licence agreement with Broken Hill School of the Air for the use of part (approx. 1080 square metres) of Queen Elizabeth II Park Lot 1, DP914746 as an outdoor play and dining area.</li> <li>3. That the licence agreement be for a period of 20 years.</li> <li>4. That due to the Broken Hill School of the Air 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 20 year licence to be paid in advance.</li> <li>5. That Council be responsible for all legal costs in the set-up of the licence up to the value of \$500.00 and Broken Hill School of the Air be responsible for any additional costs over this amount.</li> <li>6. That all other standard licence agreement terms apply.</li> <li>7. That the Broken Hill School of the Air be responsible for the ongoing maintenance of the play and dining area for the duration of the licence agreement.</li> <li>8. That the Mayor and General Manager be authorised to execute the licence documents under the Common Seal of Council.</li> <li>9. That any media relating to the matter advises that the land to be occupied by the School as an outdoor play and dining area is the old tennis court area which is an underutilised part of the park.</li> </ol>
<p>16 Mar 2018 - 3:40 PM - Leisa Bartlett</p> <p>SOTA advised that they are happy to proceed but are waiting for the Education Dept approval first.</p> <p>15 Feb 2018 - 10:27 AM - Leisa Bartlett</p> <p>Email reminder send to SOTA 15/2/18.</p> <p>02 Nov 2017 - 4:18 PM - Leisa Bartlett</p> <p>Letter sent to the school requesting confirmation that the school wishes to enter a licence agreement with Council as the request came from the School's P&amp;C Committee.</p>		
Ordinary Meeting of the Council 25 October 2017	False	Reports from Delegates
<p><b>ITEM 2 - REPORTS FROM DELEGATES NO. 4/17 - DATED OCTOBER 23, 2017 - NATIONAL CONFERENCE AND ANNUAL GENERAL MEETING OF THE MURRAY DARLING ASSOCIATION</b> 11/426</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Reports from Delegates No. 4/17 dated October 23, 2017, be received.</li> </ol>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>2. That Broken Hill City Council liaises more closely with Central Darling Shire Council to pursue opportunities to document both the economic impacts of the implementation of the Basin Plan on Menindee and the surrounding area to explore opportunities to respond positively to these changes.</p> <p>3. That the regional representative of the Commonwealth Environmental Water Holder based in Mildura be invited to visit Broken Hill.</p> <p><b>RESOLUTION</b> Minute No. 45663 Councillor M. Browne moved ) Councillor J. Nolan seconded )</p> <p>That the Delegates Report contained in the Supplementary Agenda be considered at this point in the meeting procedures.</p> <p>That the recommendation of item 2 be adopted.</p> <p style="text-align: right;">CARRIED</p> <p>16 Feb 2018 - 12:03 PM - Leisa Bartlett</p> <p>Still trying to schedule dates when the 3 are available. Waiting for Wentworth to advise date.</p> <p>17 Nov 2017 - 11:16 AM - Leisa Bartlett</p> <p>Executive Support Officer to seek advice from Mayor regarding setting up a meeting with Central Darling Shire and inviting the Commonwealth Environmental Water Holder based in Mildura to visit Broken Hill.</p>		
Ordinary Meeting of the Council 29 November 2017	False	Reports
<p><b>ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 213/17 - DATED NOVEMBER 10, 2017 - CBD PARKING STRATEGY - ENDORSEMENT FOR PUBLIC DISPLAY</b> 11/392</p> <p><b>RESOLUTION</b> Minute No. 45702 Councillor M. Browne moved ) Councillor C. Adams seconded )</p> <p>1. That the matter be deferred pending a further report on the parking strategy for the new Health Service facility in Crystal Street.</p> <p>2. That representations be made to the Roads and Maritime Service requesting that angle parking on one side of Crystal Street be introduced due to the Health Service development.</p> <p style="text-align: right;">CARRIED</p> <p>13 Apr 2018 - 2:55 PM - Leisa Bartlett</p> <p>IPE advised: Council has arranged a meeting with RSM Representatives in May to discuss potential parking measures in Crystal Street in light of the Health Service Development which has an impact on the parking dynamics of the Central Business District.</p>		
Ordinary Meeting of the Council 28 February 2018	False	Reports
<p><b>ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 10/18 - DATED FEBRUARY 20, 2018 - UPDATE ON RELOCATION OF CITY LIBRARY</b> 16/24</p> <p><b>RESOLUTION</b> Minute No. 45747 Councillor J. Nolan moved ) Councillor C. Adams seconded )</p> <p>1. That Broken Hill City Council Report No. 10/18 dated February 20, 2018, be received.</p> <p>2. That the results of the Broken Hill Charles Rasp Memorial Library community consultation be noted.</p>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
16 Mar 2018 - 4:07 PM - Leisa Bartlett	False	3. That Council commit to a new library and community hub to be constructed at the rear of the Town Hall Façade that will create a civic and cultural heart for the City.
		4. That Council support the incorporation of the Outback Archives into the proposed new library and cultural hub building as part of a broader cultural precinct development.
		5. That Council note the existing budget allocation of \$150,000 matched by a Commonwealth Grant for an activation study for the Central Business District (CBD), which provides funding for specialists to undertake the community engagement, design and provision of construction drawings and costings for the Cultural Precinct Development project.
		6. That Council commit a further \$150,000 as part of the 2018/19 budget to complete the design and construction plans for the library as a component of the cultural precinct development.
		7. That Council note discussions with BHP Billiton Foundation (BHPBF) around the requirement for any potential changes to project scope and required prior approvals by the BHPBF under the Council - BHP Billiton Charitable Foundation agreement.
		8. That Council note that investment in these projects will allow Council to seek funding contributions for a project that will be 'construction ready'.
		9. That Council note that endorsement of this Cultural Precinct project and new Library and Community Hub will establish it as priority project for Broken Hill City Council with the Mayor, General Manager and Council staff using every opportunity to advocate for it on behalf of the Community.
		10. That the General Manager form a Steering Committee to guide the project.
		CARRIED
		GM advised: Project group being established and advocacy efforts underway.
Ordinary Meeting of the Council 28 February 2018	False	Reports
<b>ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 17/18 - DATED FEBRUARY 08, 2018 - WILLYAMA COMMON TRUST - LICENCE AGREEMENT FOR INSTALLATION OF WATER PIPELINE FROM KNOX STREET TO THORNDALE STATION</b>		
<u>Recommendation</u>		
1. That Broken Hill City Council Report No. 17/18 dated February 8, 2018, be received.		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>2. That Council in its capacity as the Willyama Common Trust Manager enter into a 10 year licence agreement with the owners of Thorndale Station for the installation of a private water supply pipeline across Lot 7482 DP 1200701 and Lot 7488 DP 1200701.</p> <p>3. That Thorndale Station (Mr. C &amp; Mrs. S. Bright) cover all legal fees in the establishment of the licence agreement.</p> <p>4. That the Mayor and General Manager be delegated authority to sign the licence agreement under the Common Seal of Council in the absence of a Trust Seal.</p> <p><b>RESOLUTION</b> Minute No. 45754 Councillor B. Algate moved ) Councillor J. Nolan seconded )</p> <p style="text-align: right;">That the recommendation of item 23 be adopted.</p> <p style="text-align: right;">CARRIED</p> <p>13 Apr 2018 - 2:46 PM - Leisa Bartlett</p> <p>MPD&amp;C advised: Licence executed by all parties. COMPLETE</p> <p>15 Mar 2018 - 9:48 AM - Leisa Bartlett</p> <p>MPD&amp;C advised: Draft licence provided to applicant for the perusal.</p>		
Ordinary Meeting of the Council 28 February 2018	False	Reports
<p><b>ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 18/18 - DATED FEBRUARY 15, 2018 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 377 HELD TUESDAY DECEMBER 5, 2017 AND MEETING NO 387 HELD FEBRUARY 6, 2018.</b></p> <p style="text-align: right;">11/397</p> <p><b>RESOLUTION</b> Minute No. 45755 Councillor M. Clark moved ) Councillor J. Nolan seconded )</p> <p>1. That Broken Hill City Council Report No. 18/18 dated February 15, 2018, be received.</p> <p>2. That the minutes for the Local Traffic Committee Meeting No. 377, held December 5, 2017 and Meeting No. 378, held February 6, 2018 be received.</p> <p>3. That Council sends correspondence to the Roads and Maritime Service and the Broken Hill Police Service seeking their reasoning/substantiation for objecting to the introduction of angle parking in Crystal Street adjacent to the new health service development.</p> <p style="text-align: right;">CARRIED</p> <p>13 Apr 2018 - 3:27 PM - Leisa Bartlett</p> <p>IPE advised: This matter will be discussed at the meeting with RSM Representatives in May.</p> <p>15 Mar 2018 - 3:31 PM - Leisa Bartlett</p>		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Minutes of the Local Traffic Committee Meeting NO 377 approved and adopted by the Council. Actions delegated to responsible officer.		
Ordinary Meeting of the Council 28 February 2018	False	Reports
<p><b>ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 19/18 - DATED NOVEMBER 15, 2017 - UPDATE ON ACTION LIST ITEM - RENEWAL OF LEASE AT THE AIRPORT TO THE AERO CLUB OF BROKEN HILL</b> 11/232</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 19/18 dated November 15, 2017, be received.</li> <li>2. That the item be removed from the Action List as the amended lease renewal relating to the Council Resolution Minute No. 43222 has now expired, and noting the information contained in this report.</li> <li>3. That Council notes that staff will meet with the Broken Hill Aero Club regarding negotiating a new lease as per advice from Council's solicitor and a report regarding a new lease will be provided to Council in due course.</li> </ol> <p><b>RESOLUTION</b> <u>Minute No. 45756</u> Councillor J. Nolan moved ) That the recommendation of item 25 be adopted. Councillor C. Adams seconded )</p> <p style="text-align: right;">CARRIED</p> <p>13 Apr 2018 - 3:29 PM - Leisa Bartlett</p> <p>IPE advised: Matter on hold whilst Service Review of the Airport is conducted.</p> <p>16 Mar 2018 - 4:14 PM - Leisa Bartlett</p> <p>Advice being sought from Council's Solicitor re renewal of lease.</p>		
Ordinary Meeting of the Council 28 February 2018	False	Confidential Matters
<p><b>ITEM 37 - BROKEN HILL CITY COUNCIL REPORT NO. 29/18 - DATED DECEMBER 22, 2017 - T16/13 - BROKEN HILL ANIMAL POUND TENDER - CONFIDENTIAL</b> T16/13</p> <p><b>(General Manager's Note:</b> 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).</p> <p><u>Recommendation</u></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 29/18 dated December 22, 2017, be received.</li> <li>2. That Council rejects the tender from Gettin There Pty Ltd.</li> <li>3. That Council do not invite fresh tenders for Tender T16/13 due to poor interest in the project from contractors.</li> <li>4. That Council enters into direct negotiations with contractors with a view to entering into a contract for the construction of a new animal Pound Facility subject to the provisions of clause 178(3) of the <i>Local Government (General) Regulation 2005</i> for the following reasons being: <ol style="list-style-type: none"> <li>a) Poor interest from contractors locally and regionally in tender T16/13;</li> <li>b) High cost of ongoing advertisements in newspapers;</li> <li>c) Increased effectiveness of direct negotiations.</li> </ol> </li> <li>5. That a further report be presented to Council subsequent to contractor negotiations.</li> </ol> <p><b>RESOLUTION</b> <u>Minute No. 45762</u></p>		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
Councillor M. Browne moved Councillor D. Gallagher seconded	) )	That the recommendation of item 37 be adopted.
CARRIED		
13 Apr 2018 - 2:11 PM - Leisa Bartlett		
MPD&C advised: Council currently investigating all possible options. Report to be tabled at May meeting.		
15 Mar 2018 - 9:50 AM - Leisa Bartlett		
GM advised: Project Working Group formed to pursue project build.		
Ordinary Meeting of the Council 28 February 2018	False	Confidential Matters
<b>ITEM 40 - BROKEN HILL CITY COUNCIL REPORT NO. 32/18 - DATED FEBRUARY 08, 2018 - PROPOSED LICENCE TO WATER NSW FROM WILLYAMA COMMON TRUST - CONFIDENTIAL</b> 11/63 <b>(General Manager's Note:</b> 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). <u>Recommendation</u> 1. That Broken Hill City Council Report No. 32/18 dated February 8, 2018, be received. 2. That the Willyama Common Trust seeks Ministerial approval to enter into a two year licence agreement with WaterNSW for the installation of a water supply pipeline across part of the Willyama Common being Lot 7300 DP 1179131. 3. That WaterNSW be responsible for all legal costs associated with the negotiation and finalisation of this licence agreement inclusive of costs associated with the creation of a future easement as required. 4. That documents required to be sealed by the Willyama Common Trust be executed by the Mayor and General Manager under Council's Seal in the absence of a Trust Seal. <b>RESOLUTION</b> <u>Minute No. 45765</u> Councillor M. Browne moved ) Councillor B. Licul seconded ) That the recommendation of item 40 be adopted. CARRIED		
15 Mar 2018 - 9:51 AM - Leisa Bartlett		
MPD&C advised: Draft licence prepared and provided to Water NSW for their review and approval.		
Ordinary Meeting of the Council 28 February 2018	False	Confidential Matters
<b>ITEM 41 - BROKEN HILL CITY COUNCIL REPORT NO. 33/18 - DATED FEBRUARY 07, 2018 - PROPOSED LEASES TO WATER NSW - CONFIDENTIAL</b> 15/103 <b>(General Manager's Note:</b> 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). <u>Recommendation</u> 1. That Broken Hill City Council Report No. 33/18 dated February 7, 2018, be received. 2. That Council lease Lot 2393 DP 757298 and Lot 1 DP 601770 to Water NSW for the installation of a new water pipeline and associated works. 3. That the term of both leases be for two years. 4. That Water NSW be responsible for all legal costs associated with the negotiation and finalisation of these lease agreements inclusive of costs associated with the creation of future easements where appropriate. 5. That documents required to be sealed be executed by the Mayor and General Manager under Council's Seal.		

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MEETING	FURTHER REPORT REQUIRED	SUBJECT
<b>RESOLUTION</b> Minute No. 45766 Councillor J. Nolan moved ) That the recommendation of item 41 be adopted. Councillor B. Algate seconded ) CARRIED 15 Mar 2018 - 9:51 AM - Leisa Bartlett MPD&C advised: Draft leases prepared and provided to Water NSW for their review and approval.		
Ordinary Meeting of the Council 28 March 2018	False	Notice of Motion
<b>ITEM 2 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 5/18 - DATED MARCH 20, 2018 - MOTION FOR THE NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT 2018 - FINANCIAL ASSISTANCE GRANTS</b> 11/175 <b>Resolved:</b> 1. That Motions of Which Notice has been Given No. 5/18 dated March 20, 2018, be received. 2. That Council submits a motion to the National General Assembly of Local Government 2018 to call on the Federal Government to re-examine the criteria for the calculation and distribution of Financial Assistance (FAG) Grants with a view to better meeting the needs of Rural and Regional Councils. <b>RESOLUTION</b> Minute No. 45776 Councillor M. Clark moved ) Councillor R. Page seconded ) CARRIED 10 Apr 2018 - 10:49 AM - Leisa Bartlett Motion submitted. COMPLETE		
Ordinary Meeting of the Council 28 March 2018	False	Notice of Motion
<b>ITEM 3 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 6/18 - DATED MARCH 20, 2018 - MOTION FOR THE NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT 2018 - WATER ISSUES</b> 11/426 <b>Resolved:</b> 1. That Motions of Which Notice has been Given No. 6/18 dated March 20, 2018, be received. 2. That Council submits a motion to the National General Assembly of Local Government 2018 to call upon the Federal Government to strengthen the role of the Murray Darling Basin Authority with regard to enforcement of compliance regarding water retention and extraction limits to guarantee that agreed flows are allowed to pass downstream for the length of the Barwon/Darling river. <b>RESOLUTION</b> Minute No. 45777 Councillor M. Clark moved ) Councillor R. Page seconded ) CARRIED 10 Apr 2018 - 10:50 AM - Leisa Bartlett Motion submitted. COMPLETE		
Ordinary Meeting of the Council 28 March 2018	False	Reports
<b>ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 36/18 - DATED MARCH 05, 2018 - 2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT - 1 JULY 2017 - 31 DECEMBER 2017</b> 16/82 <b>Resolved:</b>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p>1. That Broken Hill City Council Report No. 36/18 dated March 5, 2018, be received.</p> <p>2. That Council adopt the Disability Inclusion Action Plan 2017-2021 – Key Performance Indicators for the reporting period 1 July 2017 and ending 31 December 2017.</p> <p>3. That Council call a meeting of the Disability Inclusion Action Plan Monitoring Group to assess the progress report.</p> <p><b>RESOLUTION</b> Minute No. 45780 Councillor M. Clark moved ) Councillor C. Adams seconded )</p> <p>05 Apr 2018 - 4:39 PM - Alison Couch</p> <p>Updated Quality Control table with minute number and finalised document in TRIM. COMPLETE</p>		
Ordinary Meeting of the Council 28 March 2018	False	Reports
<p><b>ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 38/18 - DATED MARCH 12, 2018 - DEVELOPMENT APPLICATION 162/2017 - ALTERATIONS AND REFURBISHMENT OF YMCA BUILDING TO CREATE "YMCA BROKEN HILL INTEGRATED WELLNESS CENTRE"</b></p> <p>11/467</p> <p><b>Resolved:</b></p> <p>1. That Broken Hill City Council Report No. 38/18 dated March 12, 2018, be received.</p> <p>2. That Development Application 162/2017 be approved, subject to the following conditions:</p> <ul style="list-style-type: none"> <li>The development shall be carried out in accordance with: <ul style="list-style-type: none"> <li>a) The approved stamped plans prepared by AJ &amp; C, being DA1001-4, DA 1001-5, DA2101-6, DA0201-5, DA2101-7, DA3101-6, DA3201-5, DA3901-6.</li> <li>b) The approved Statement of Environmental Effects prepared by BW &amp; A National Building Consultants (dated March 2018).</li> <li>c) The approved Heritage Impact Statement prepared by Elizabeth Vines (dated February 2018)</li> <li>d) The approved Parking Capacity Review prepared by TTW (dated 13 February 2018)</li> <li>e) The approved Civil design statement prepared by TTW (dated 15 December 2017)</li> <li>f) The approved Structural design statement prepared by TTW (dated 6 December 2017)</li> <li>g) The approved Statement on services design prepared by Trinamic Consultants (dated 6 November 2017)</li> <li>h) On street parking sketch, drawing number T01 (option 1, parallel parking) prepared by TTW</li> </ul> <p>except where amended by any of the following conditions.</p> </li> <li>The hours of operation of the premises are restricted to the times listed below: <p>Monday to Thursday: 5am to 10pm Friday: 5am to 9pm Saturday: 8am to 8pm Sunday: 8am to 8pm Public Holidays: 8am to 8pm</p> </li> <li>The food preparation areas must comply with the <i>Food Act 2003</i> and the <i>Australia New Zealand Food Standards Code</i>. The internal fit out and operation of the premises shall comply with the requirements of the <i>Food Act 2003</i> and <i>Australia New Zealand Food Standards Code Standard 3.2.3 - Food Premises and Equipment</i>. The food business is to be notified to Broken Hill City Council's Planning, Development and Compliance Department.</li> </ul>		

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
	<ul style="list-style-type: none"> <li>Construction activities at the development site shall be carried out only between 7.00am to 6.00pm Monday to Saturday. No work on Sundays and Public Holidays is permitted.</li> <li>During construction, any waste materials stored on site must be stored out of view or in such a manner so as not to cause unsightliness when viewed from nearby lands or roadways.</li> <li>At no time shall the use of the premises give rise to offensive noise as defined under the <i>Protection of the Environment Operations Act 1997</i>.</li> <li>All required exits, emergency lighting, exit signs and other fire safety measures within the existing building must be upgraded to comply with the requirements of Sections D and E of the <i>Building Code of Australia</i>. Plans of the proposed upgrading works must be submitted to the certifying authority, prior to the issue of a Construction Certificate.</li> <li>Prior to the commencement of any work on the site, a Construction Certificate is to be obtained from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with this consent and the applicable standards.</li> <li>Prior to the commencement of any work on the site, the person having the benefit of this consent: <ul style="list-style-type: none"> <li>shall appoint a Principal Certifying Authority (PCA).</li> <li>shall ensure a Construction Certificate is issued by the PCA.</li> <li>shall notify Council of their intention to commence the site works, at least 2 days prior to commencement of work.</li> </ul> </li> <li>During construction, all street trees shall be retained and protected, except where Council's prior written consent has been obtained to remove a particular tree(s).</li> <li>During construction, works are to be carried out so as not to cause damage to nearby public infrastructure, services and utilities, including Council's kerb and gutter, footpaths, water mains, sewer mains and roadways. All damage arising from demolition is to be made good and any necessary repairs and renovations out immediately at no cost to Council.</li> <li>The Applicant is to obtain an Occupation Certificate pursuant to Section 6.4 (c) of the <i>Environmental Planning and Assessment Act 1979</i>, from the Principal Certifying Authority prior to occupation of the building.</li> <li>That the Lot Titles Lots 1 &amp; 2 Section 28 DP 759092, Lots 1, 2, 3, 4, DP 215275 shall be consolidated at the full cost to the developer. The consolidation plan shall be prepared and lodged with LPI prior to the issue of an Occupation Certificate.</li> <li>That separate application shall be made at the appropriate time for the erection of any advertising or identification signs, including details of colour, size, height and method of illumination.</li> <li>That the developer shall clearly linemark a minimum of 73 on-street parallel parking spaces as shown in "On street parking sketch, drawing number T01 (option 1, parallel parking) prepared by TTW". The full cost of this work is to be borne by the developer. Linemarking is required in lieu of the prescribed Section 7.12 developer contributions.</li> <li>The applicant must submit a resolved external colour scheme prepared in conjunction with their heritage consultant for the approval of council prior to the issue of a Construction Certificate for the work.</li> <li>Details of the partitions in the eastern wing to be submitted for approval by council prior to issue of a Construction Certificate for the works. Advice from the project heritage consultant should guide that detailing.</li> </ul>	

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<ul style="list-style-type: none"> <li>The following information shall be submitted to Council for approval prior to the issue of Construction Certificate: <ul style="list-style-type: none"> <li>Details of the proposed external new joinery to the former German Club building. It is noted that while the Heritage Impact Statement recommends traditional joinery, an alternative approach can be well designed contemporary joinery that fits within the overall character of the building. The applicant should submit the final details for joinery for approval.</li> <li>Confirmation of the extent of ceiling removal to reveal original ceilings in the former German Club Building</li> <li>Confirmation that wall nibs and walls above openings (to retain ceilings intact) are to be retained where walls are removed as set out in the Heritage Impact Statement.</li> <li>Detailing of the upper level gable end façade of the 1920s gymnasium to preferably recover the glazed form or if this is not viable on how the current façade treatment is to be modified to respond to the Heritage Impact Statement comments on this area.</li> </ul> </li> </ul> <p><b>RESOLUTION</b>  <u>Minute No. 45782</u>  Councillor C. Adams moved )  Councillor B. Algate seconded )  13 Apr 2018 - 2:12 PM - Leisa Bartlett  MBD&amp;C advised: Approval issued.  COMPLETE</p>		
Ordinary Meeting of the Council 28 March 2018	False	Reports
<p><b>ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 49/18 - DATED MARCH 14, 2018 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 379 HELD TUESDAY MARCH 6, 2018.</b> 11/397</p> <p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 49/18 dated March 14, 2018, be received.</li> <li>That the minutes for the Local Traffic Committee Meeting No.379, held March 6, 2018 be received.</li> <li>Item Number 379.7.2 - That Council arrange a meeting between RMS, Council and Far West Local Health District (FWLHD) representatives to discuss correspondence received by FWLHD, General Manager, Ken Barnett.</li> </ol> <p>Following issues raised by FWLHD for discussion are:</p> <ul style="list-style-type: none"> <li>Time limited parking in the vicinity of the Community Health Centre.</li> <li>Drop off zone on Sulphide Street in front of the Community Health Centre.</li> <li>Pedestrian access and safety, particularly for families bringing children to the centre.</li> </ul> <p><b>RESOLUTION</b>  <u>Minute No. 45787</u>  Councillor M. Browne moved )  Councillor C. Adams seconded )  13 Apr 2018 - 3:29 PM - Leisa Bartlett</p>		
		CARRIED UNANIMOUSLY
		CARRIED

## ACTION LIST – ORDINARY COUNCIL MEETINGS

Printed: Tuesday, 17 April 2018  
11:31:40 AM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
IPE advised: Council has arranged a meeting with RSM Representatives in May to discuss potential parking measures in Crystal Street in light of the Health Service Development which has an impact on the parking dynamics of the Central Business District.		
Ordinary Meeting of the Council 28 March 2018	False	Confidential Matters
<p><b>ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 45/18 - DATED MARCH 12, 2018 - ACCESS ARRANGEMENT FOR EXPLORATION LICENCE EL5818 WILLYAMA COMMON - CONFIDENTIAL 11/63</b>  <b>(General Manager's Note:</b> 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).</p> <p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 45/18 dated March 12, 2018, be received.</li> <li>2. That the Code of Environmental Practice for Mineral Exploration on Willyama Common be attached to the Agreement as a special condition.</li> <li>3. That Council as Trustees of the Willyama Common, sign the Land Access and Compensation Agreement for Mineral Exploration.</li> </ol> <p>13 Apr 2018 - 2:50 PM - Leisa Bartlett</p> <p>MPD&amp;C advised: Access Arrangement for Exploration Licence issued. COMPLETE</p>		
Ordinary Meeting of the Council 28 March 2018	False	Confidential Matters
<p><b>ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 46/18 - DATED MARCH 13, 2018 - PROPOSED EASEMENT FOR ACCESS THROUGH PART OF THE WILLYAMA COMMON - CONFIDENTIAL 11/63</b>  <b>(General Manager's Note:</b> This report considers a proposed easement 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).</p> <p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 46/18 dated March 13, 2018, be received.</li> <li>2. That Council, under the Common Seal of Broken Hill City Council in its capacity as Trust Manager of Willyama Common, consent to the development of an easement over the subject property (Lot 7315 DP 1183447 and Lot 5 DP 1034212) to legalise access over an existing track.</li> </ol> <p>Minute No. 45790  Councillor M. Browne moved )  Councillor C. Adams seconded )</p> <p>That the recommendations of items 18 and 19 be adopted.</p> <p style="text-align: right;">CARRIED</p> <p>13 Apr 2018 - 2:48 PM - Leisa Bartlett</p> <p>MPD&amp;C advised: Easement in place. COMPLETE</p>		

ACTION LIST – EXTRAORDINARY COUNCIL  
MEETINGS

Printed: Friday, 13 April 2018 2:18:13 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
Extraordinary Meeting of the Council 08 March 2018	False	Reports
<p><b>ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 34/18 - DATED MARCH 05, 2018 - DEVELOPMENT APPLICATION 156/2017. PROPOSED STATUE OF ROY INWOOD VC ON THE FOOTPATH IN FRONT OF 403 ARGENT STREET, BROKEN HILL</b></p> <p style="text-align: right;">DA2017/156</p> <p><b>Resolved:</b></p> <ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 34/18 dated March 5, 2018, be received.</li> <li>That Development Application 156/2017 – proposed statue of Roy Inwood VC on the footpath in front of 403 Argent Street, Broken Hill be approved subject to the following conditions of consent: <ol style="list-style-type: none"> <li><b>Dial Before You Dig</b> <ul style="list-style-type: none"> <li>Underground assets may exist in the area that is subject to the approved development. In the interests of health and safety and in order to protect damage to third party assets contact Dial before you dig at <a href="http://www.1100.com.au">www.1100.com.au</a> or telephone on 1100 prior to works commencing. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction. Care must be taken to ensure any identified assets are protected accordingly.</li> <li>If the development is likely to disturb or impact upon telecommunications infrastructure, written confirmation from the service provider that they have agreed to the proposed works must be submitted to the Principal Certifying Authority prior to the issue of a Construction Certificate or any works commencing, whichever occurs first.</li> </ul> </li> <li><b>Construction certificate</b> <ul style="list-style-type: none"> <li>In accordance with the provisions of Section 81A of the <i>Environmental Planning and Assessment Act 1979</i> construction works approved by this consent must not commence until:</li> <li>A Construction Certificate has been issued by Council or an Accredited Certifier. Either Council or an Accredited Certifier can act as the "Principal Certifying Authority."</li> <li>A Principal Certifying Authority has been appointed and Council has been notified in writing of the appointment.</li> <li>At least two days' notice, in writing has been given to Council of the intention to commence work.</li> <li>The documentation required under this condition must show that the proposal complies with all Development Consent conditions and is not inconsistent with the approved plans, the Building Code of Australia and the relevant Australian Standards. A detailed location plan must be provided, and all relevant structural details.</li> </ul> </li> <li><b>Protection of Public Places</b> <ul style="list-style-type: none"> <li>The adjoining and adjacent public area is not to be obstructed by any materials, vehicles, refuse skips and the like, under any circumstances unless approved in writing by Council.</li> <li>If the work is likely to cause pedestrian traffic in a public place to be obstructed or rendered inconvenient, or involves the closure of a public place, a barrier, fence or hoarding shall be erected prior to the commencement of any work.</li> <li>Where a hoarding is required, an application for hoarding is also to be submitted to and approved by Council prior to commencement of any work. Hoardings shall be erected to comply with the requirements of WorkCover, the Principal Certifying Authority and with relevant Australian Standards.</li> </ul> </li> <li><b>Maintenance and Graffiti removal</b> <ul style="list-style-type: none"> <li>The statue shall be kept in a clean and well-maintained condition at all times by the developer. Any evidence of vandalism, such as graffiti, must be removed and/or repaired within a 48 hour period.</li> </ul> </li> <li><b>Heritage relics</b> <ul style="list-style-type: none"> <li>During construction, the development is to proceed with caution. If any Aboriginal objects are found, works should stop and the NSW Office of Environment and Heritage contacted. In the event that an Aboriginal relic is uncovered, work must cease immediately and the NSW Office of Environment and Heritage must be contacted. All workers on the site are to be made aware of this condition.</li> </ul> </li> </ol> </li> </ol>		

ACTION LIST – EXTRAORDINARY COUNCIL  
MEETINGS

Printed: Friday, 13 April 2018 2:18:13 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT
<p><b>f) Construction works</b></p> <ul style="list-style-type: none"> <li>During construction, works are to be carried out so as not to cause damage to nearby public infrastructure, services and utilities, including kerb and gutter, water mains, sewer mains and roadways. All damage arising from works is to be made good and any necessary repairs and renovations carried out immediately to the satisfaction of Council and at no cost to Council.</li> </ul> <p><b>g) Direction of statue</b></p> <ul style="list-style-type: none"> <li>The statue shall be erected so that it is facing in generally a westerly direction, looking towards the War memorial precinct (at the front of the Court House in Argent Street).</li> </ul> <p><b>h) That should the Broken Hill RSL sub-branch cease to exist, the cost to relocate the statue will be borne by the applicant .</b></p> <p><b>i) That the rubbish receptacle and heritage interpretative sign adjacent to 403 Argent Street be removed and relocated to another section of the footpath.</b></p> <p><b>RESOLUTION:</b></p> <p><u>Minute No. 45767</u> Councillor J. Nolan moved ) Councillor B. Algate seconded ) 13 Apr 2018 - 2:16 PM - Leisa Bartlett</p> <p>MPD&amp;C advised: DA Approval issued. COMPLETE</p> <p>CARRIED</p>		
Extraordinary Meeting of the Council 26 March 2018	False	Mayoral Minute
<p><b>ITEM 2 - MAYORAL MINUTE NO. 3/18 - DATED MARCH 26, 2018 - DEVELOPMENT APPLICATION DA34/2018 - PAINTING OF A MURAL IN THE HERITAGE PRECINCT ON A HERITAGE BUILDING</b> 11/467</p> <p><u>Resolved that:</u></p> <ol style="list-style-type: none"> <li>That the Matter of Urgency be considered; that Mayoral Minute No. 3/18 dated March 26, 2018, be received.</li> <li>That the development application (DA34/2018) received for the painting of a mural in the heritage precinct, on a heritage building, be referred to the City of Canterbury Bankstown or an independent Planning Consultant for development assessment</li> </ol> <p><u>Minute No. 45770</u> Moved Councillor D. Turley Seconded Councillor D. Gallagher</p> <p>13 Apr 2018 - 2:17 PM - Leisa Bartlett</p> <p>MPD&amp;C advised: Development Application handed to an Independent Consultant who is currently undertaking the assessment.</p> <p>CARRIED</p>		

## **COMMITTEE REPORTS**

1. BROKEN HILL CITY COUNCIL REPORT NO. 63/18 - DATED MARCH 13, 2018 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETINGS HELD MARCH 12 AND APRIL 9 2018 (12/54).....396
2. BROKEN HILL CITY COUNCIL REPORT NO. 64/18 - DATED APRIL 06, 2018 - NOMINATION FOR MEMBERSHIP OF THE BROKEN HILL HERITAGE COMMITTEE (15/87) .....400
3. BROKEN HILL CITY COUNCIL REPORT NO. 65/18 - DATED APRIL 09, 2018 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD MARCH 20, 2018 (12/51).....404
4. BROKEN HILL CITY COUNCIL REPORT NO. 66/18 - DATED APRIL 17, 2018 - MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 10 APRIL 2018 (12/52) .....408

ORDINARY MEETING OF THE COUNCIL

March 13, 2018

**ITEM 1**

BROKEN HILL CITY COUNCIL REPORT NO. 63/18

SUBJECT: MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE  
MEETINGS HELD MARCH 12 AND APRIL 9 2018 12/54

**Recommendation**

1. That Broken Hill City Council Report No. 63/18 dated March 13, 2018, be received.
2. That minutes of the Picton Oval Community Committee Meetings held March 12 and April 9, 2018 be received.

**Executive Summary:**

Council has received minutes from the Picton Oval Community Committee Meetings held March 12 and April 9, 2018 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 meetings held March 12 and April 9, 2018 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. [!\[\]\(f938879b3ee9793a9a59a032ee666dda\_img.jpg\)](#) Minutes - Picton Oval Community Committee Meeting 12/03/18
2. [!\[\]\(ade8c56fd0d55f4759b5dbdf404e26f0\_img.jpg\)](#) Minutes - Picton Oval Community Committee Meeting 09/04/18

DAVID ZHAO  
INFRASTRUCTURE PROJECTS ENGINEER

JAMES RONCON  
GENERAL MANAGER

**PICTON OVAL MANAGEMENT COMMITTEE MEETING**  
**MINUTES**

**MONDAY, 12<sup>th</sup> MARCH 2018**

**Present:** N. Hannigan, T. Rynne, C. Williams, P. Adams, C. Adams (Councillor), N. Davey, J. O'Neill, B. Licul (Councillor).

**Apologies:** P. Rawlins.

**Meeting Commenced:** 7:30p.m.

**Matters Arising:** Nil

**Correspondence In:**

1. BHCC – Fees Schedule for 2018/2019

**Correspondence Out:**

**Financial Report:** Nil

**General Business:**

1. Noel met with Council regarding the condition of the oval which was in a bad condition. Black beetles and fungus were identified as being part of the problem. Lack of water was another concern. Noel also stated that committee would like two tanks to help with watering of the oval. Suggestion that a soil test be taken. Noel was happy with the outcome of the meeting but waiting on a response from Council about action taken for beetles and fungus and other developments from the discussion.
2. A needle was found on the oval. Committee has walked over the oval a few times and raked around where the needle was found. Nothing has been found since.
3. Chains and locks have been received for securing new bins. Need to look at what to do with the unused bin holders that need removing.
4. Electrics in toilets to be looked at, updated and relocated out of the alleyway in changerooms.
5. Noel has obtained quotes for line marker. More advice needed from Little A's regarding marking solution used before purchasing. Committee decided on a fee of \$100 to hire for outside parties.
6. Schedule of fees were discussed. Committee to itemised charges for uses. Noel and Trevor to put this together and forward to Council.
7. Noel thanked John O'Neill for his service to Picton Oval. Committee would like to acknowledge John's involvement with Picton Oval over the past 40-45 years.

Meeting closed: 8:05p.m.

Next Meeting: Monday, 9<sup>th</sup> April 2018

**PICTON OVAL MANAGEMENT COMMITTEE MEETING**  
**MINUTES**

**MONDAY, 9<sup>th</sup> APRIL 2018**

**Present:** N. Hannigan, T. Rynne, C. Williams, P. Adams, C. Adams (Councillor).

**Apologies:** P. Rawlins, N. Davey, B. Licul (Councillor).

**Meeting Commenced:** 7:30p.m.

**Matters Arising:** Nil

**Correspondence In:**

1. BHCC – 2017/2018 Annual Subsidies First Instalments - \$3359
2. Alma Public School – request for mowing of oval before line marking
3. Origin Invoice - \$221.36

**Correspondence Out:**

1. Alma Public School – response regarding mowing of oval.

**Financial Report:** Nil

**General Business:**

1. Noel met with Jared Paull regarding the condition of the oval which is in bad condition. Black beetle is a main issue. Affected areas to be reseeded and fertilised to rehabilitate over the winter. Discussion took place regarding funding to complete a number of projects e.g. long jump area.
2. Discussion took place again (refer to November 2017 minutes) about putting exercising machines on the outside of the oval. Looking at including this project in with grant funding.
3. C. Adams put forward a request about putting in a cricket pitch at Picton. Committee are against the idea of a concrete pitch, however, if numbers for Junior cricket increase we will revisit the request.
4. Lights have been upgraded in toilets. Committee pass on our thanks to Council for attending to this
5. Noel to look at a supplier for hand washing lotion and paper towel dispenser for toilets.
6. New bins have been secured around oval. Thanks to Paul Adams for attending to this.
7. Noel to follow up with dog poo bags at oval. Starting to become an issue with committee of users not cleaning up after their dog.
8. Little A's requested permission to place a sign up for their organisation. Permission given.
9. Noel to go ahead and purchase line marking machine for oval use.

Meeting closed: 8:10p.m.

Next Meeting: Monday, 14<sup>th</sup> May 2018

ORDINARY MEETING OF THE COUNCIL

April 6, 2018

**ITEM 2**

BROKEN HILL CITY COUNCIL REPORT NO. 64/18

SUBJECT: NOMINATION FOR MEMBERSHIP OF THE BROKEN HILL  
HERITAGE COMMITTEE 15/87

**Recommendation**

1. That Broken Hill City Council Report No. 64/18 dated April 6, 2018, be received.
2. That Council accepts the nomination from Mr Eric McCormick as a community representative on the Broken Hill Heritage Advisory 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.

**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.

An advertising campaign was conducted after the local election in 2016 for the appointment of community members on all S355 Committees. The Broken Hill Heritage Committee was enjoying full membership until the recent resignation of two community representatives.

Council advertised for nominations for community representatives to fill these two vacancies with applications closing on March 30, 2018. Council received one nomination before the closing date from Mr Eric McCormick.

The following table summarises the membership requirements of the Broken Hill Heritage Committee.

Name of Committee	Broken Hill Heritage Committee
Number of Community Representatives as per Constitution	6
Number of Current Community Representatives	4
Number of vacancies remaining	2

This report is presented to Council to consider the nomination received for appointment as a community representative to the Broken Hill Heritage Committee.

### 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 and Advisory Committee Framework and Constitutions.

### Financial Implications:

There are no financial implications.

### Attachments

1. [↓](#) Nomination - Mr Eric McCormick

JAMES RONCON  
GENERAL MANAGER

**BROKEN HILL**  
CITY COUNCIL

## 355 COMMITTEE NOMINATION FORM

Please complete this form as accurately as possible and return to [council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au)

### SECTION 355 COMMITTEE

Name of Committee: Broken Hill Heritage Committee

### PERSONAL DETAILS

Name: Eric McCormick

Address: Broken Hill NSW 2880

Contact Number: Home: Mobile:

Email:

### COMMITTEE DETAILS

Please outline why you would like to be a member of this committee:

Interested in the preservation of Broken Hill Heritage having resided here since 1980. Since the city has been placed on the National Heritage List in January 2015 there appears to be a need for a more active approach to communicate to the residents and the wider public ownership of the listing and to harvest nation and international tourism benefits.

Please outline details of any relevant experience to this committee:

Responsible expenditure of grant funds for Silverton Restoration Programme in the nineties for the Western Lands Commission to restore existing occupied buildings and stabilisation of ruins. Entailed selection of buildings for consideration, distribution grant funds and reporting on condition of buildings before and after and grant expenditure. Member of Councils Bond Store/Free Store Management Committee 1884 to 1989 when it was disband.

What is your previous experience with any committee? Please list name/s of committee/s and period/s of service:

Member Willyama Art Society 1982 to 1998. Year of Art Committee 1986/87. West Darling Bushfire Prevention Scheme 1981 to 2006. Served in advisory capacity to Walgett Shire Council when Western Lands matters were considered in towns in the Western Division e.g. developments Lightning Ridge. Trustee of Reserve 34483 for Public Recreation at Silverton 1990 to 1995

Organised displays for Western Lands Commission and Wild Dog Board re artwork, content and presentation over a number of years. Organised most successful tourist orientated Broken Hill Art and Culture Discovery Day held March 1987. Organised the Brushmen of the Bush Retrospective Exhibition at the Bond Store October 1987

Professional Artist and Gallery Manager.

Please detail any other relevant information:

AUSTRALIA'S FIRST HERITAGE LISTED CITY

**PRIVACY STATEMENT**

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998. The purpose for collecting your personal information is to obtain and record contact details and to assess your suitability for appointment to a S355 Committee.

The intended recipients of the personal information collected includes Council officers, S355 Committee members, and contractors or other agents contracted by Council. If you nominate for a position on a committee, your name will be made publicly available via Council's Business Papers and on Council's website. Your contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers.

The supply of the information is voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

You may make application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer via email

[council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au) or addressed to Broken Hill City Council, 240 Blende Street. Your information will be collected and stored by Broken Hill City Council, 240 Blende Street.

Signature

*E.A. McCormick*

Date: 28 March 2018

Printed Name

Eric Arthur McCormick

AUSTRALIA'S FIRST HERITAGE LISTED CITY

ORDINARY MEETING OF THE COUNCIL

April 9, 2018

**ITEM 3**

BROKEN HILL CITY COUNCIL REPORT NO. 65/18

SUBJECT: MINUTES OF THE FLORA AND FAUNA OF THE BARRIER  
RANGES COMMUNITY COMMITTEE MEETINGS HELD MARCH  
20, 2018 12/51

**Recommendation**

1. That Broken Hill City Council Report No. 65/18 dated April 9, 2018, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held March 20, 2018 be received.
3. Item number 8.2 - That Council send correspondence to relevant Committee Member, requesting explanation of absences and seeking clarification in regard to continuation of membership on the Committee or declaring position vacant.

**Executive Summary:**

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held March 20, 2018 for endorsement by Council.

**Report:**

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Friends of the Flora and Fauna of the Barrier Ranges Community 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 Friends of the Flora and Fauna of the Barrier Ranges Community Committee has submitted minutes from its meeting held March 20, 2018 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 Friends of the Flora and Fauna of the Barrier Ranges Community Committee operates under Council's Section 355 Asset Committee Constitution and the *Local Government Act 1993* (Section 355).

**Attachments**

1. MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES  
[!\[\]\(389570e65be8ab30d6db2dcbba00f737\_img.jpg\) COMMUNITY COMMITTEE MEETING HELD MARCH 20, 2018.](#)

DAVID ZHAO  
INFRASTRUCTURE PROJECTS ENGINEER

JAMES RONCON  
GENERAL MANAGER

**MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE  
BARRIER RANGES S355 COMMITTEE MEETING HELD  
28 FEBRUARY 2018 AT 4PM – COUNCIL CHAMBER,  
240 BLENDE STREET, BROKEN HILL**

**12/51**

1. **Present:** John Rogers (Chairperson), Kellie Scott (Vice Chairperson), Councillor Marion Browne, David Spielvogel, Jill Spielvogel, Sue Spangler, Gaylene Ford, Ronald Tumes, Geoffrey Hoare, Paul Reed, Rosalind Molesworth, Sandra Havran and Darrell Ford (BHCC).
2. **Apologies:** Anne Evers, Evan Scott, Emily Scott, Dean Fletcher, Jeff Crase, Ray Allen, Lyn Campigli, Jamie Scott, Michael Ford and Nevada Ford.  
**Non-Attendance:** Eve-Lyn Kennedy and Alison Gander.
3. **Confirmation of Minutes of Previous Meeting:**  
**Previous minutes:** 21 November 2017  
**Moved:** Sue Spangler  
**Seconded:** David Spielvogel
4. **Business arising from Previous Minutes:** Nil
5. **Correspondence:** Nil
6. **Update on Action List Items:**
  - 6.1 Working Bee – Ongoing  
**Date:** Saturday, 24 March 2018  
**Time:** 9am at Ranger Hut
  - 6.2 Identification Cards – As required
  - 6.3 Cold Set – Bitumen pouring over crushed paths - Pending
7. **Reports:**
  - 7.1 Tourist Numbers  
Tourist numbers are down due to weather. Silver City Tours are taking Indian Pacific passengers out to the Sculptures around 7:15am, on average there are about 70 visitors.
  - 7.2 Feeding Kangaroos  
Feeding Kangaroos on weekends down the bottom only.
  - 7.3 Volunteers  
MLC Girls from Sydney are coming to Broken Hill and would like to do volunteer work. There will be one group in April and two groups in June. Each group will do approximately 3 hours.
  - 7.4 Solar Gates  
Planning to install solar gates at campsite to stop people using showers and vandalism during the day when rangers and volunteers are doing other works.

**Rosters:**

February 2018

- 24 – 25/02 Darrell Ford

March 2018

- 03 - 04/03 Gay and Michael Ford
- 17 – 18/03 Darrell Ford
- 24 – 25/03 Sue Spangler

Easter Darrell Ford

**8. General Business:**

8.1 Working Bee

**Date:** Saturday, 24 March 2018.

**Time:** 9am at Ranger Hut

Anyone wishing to attend a working bee must inform Darrell at least three days prior to the scheduled date.

**9. Next Meeting:** Tuesday, 20 March 2018 – Council Chamber – 4pm

**10. Meeting Closed:** 4:19 pm

**Action List:**

<b>6.1 Working Bee</b> <u>Date:</u> Saturday, 24 March 2018 <u>Time:</u> 9am at Ranger Hut	<b>Those available</b>
<b>6.2 Identification Cards - As required</b>	<b>Customer Relations</b>
<b>6.3 Cold Set – bitumen pouring over crushed paths - pending</b>	<b>D Ford - Ranger</b>

ORDINARY MEETING OF THE COUNCIL

April 17, 2018

**ITEM 4**

BROKEN HILL CITY COUNCIL REPORT NO. 66/18

SUBJECT: MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE  
MEETING HELD 10 APRIL 2018 12/52

**Recommendation**

1. That Broken Hill City Council Report No. 66/18 dated April 17, 2018, be received.
2. That minutes of the Memorial Oval Community Committee Meeting held 10 April 2018 be received.

**Executive Summary:**

Council has received minutes from the Memorial Oval Community Committee Meeting held 10 April 2018 for endorsement by Council.

**Report:**

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Memorial Oval Community 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 Memorial Oval Community Committee has submitted minutes from its meeting held 10 April 2018 for Council's endorsement.

**Strategic Direction:**

Key Direction:	4. Our Leadership
Objective:	4.3 We Unite to Succeed
Function:	Leadership and Governance
DP Action:	4.3.1.2 Support Councils Section 355 Committees in undertaking their duties with Council

**Relevant Legislation:**

The Memorial Oval Community Committee operates under Council's S355 Asset Committee Framework Manual and Standard Constitution and the *Local Government Act, 1993* (Section 355).

**Financial Implications:**

Nil.

**Attachments**

1. [↓](#) Minutes of Memorial Oval Community Committee Meeting 10/04/2018

DAVID ZHAO  
INFRASTRUCTURE PROJECTS ENGINEER

JAMES RONCON  
GENERAL MANAGER

**BROKEN HILL**  
CITY COUNCIL

## ORDINARY MEETING MINUTES TEMPLATE

### MEMORIAL OVAL COMMUNITY COMMITTEE MINUTES.

<b>Date</b>	<b>10/04/18</b>	<b>Time Meeting opened:</b> <b>6.30pm</b>	<b>Time Meeting closed:</b> <b>7.45pm</b>
<b>Location:</b>	Show Office Memorial Oval		
<b>Present:</b>	Ray Steer, Bruce McIntosh, Tristen Savage, Chris May, Gary Schindler, Tanya Martyn, Tony Camilleri, Jody Whitehair, John Ralph.		
<b>Absent</b>	Jan Corey – AFL.		

AGENDA	MOVED BY	SECONDED
<b>Welcome:</b> The President Ray Steer welcomed all attending Members to the Meeting. <b>Apologies:</b> Dennis Cetinich, Jarrod Paul (BHCC), Dave Gallagher. (BHCC).	<b>Tania Martyn.</b>	<b>Chris May.</b>
<b>Confirmation of Minutes from previous meeting held:</b>  6/3 2018.	<b>Tania Martyn.</b>	<b>Jody Whitehair.</b>
<b>Correspondence In:</b> <b>CBHFC:</b> Dean Martin Complaints re dates again.  <b>BHHRC:</b> Complete 2019 MO Bookings. Saturday, 12 <sup>th</sup> May 18 Wind Up. Bar Area only. Requesting no parking on the Race Track during Football Season re the damage to the Track, this request has been forwarded to the BHCC.  <b>BHCC:</b> Chris May accepted as delegate for the S.C. Kennel Club.  <b>Correspondence Out:</b> Nil.	<b>Tania Martin.</b>	<b>Chris May.</b>

**BROKEN HILL**  
CITY COUNCIL

AGENDA	MOVED BY	SECONDED
<p><b>Reports:</b>  <b>AFL:</b> Their dlegate has not attended since November 2017, Secretary was requested to write to the AFL inform them that she has been dismissed, require a new delegate for this position.</p> <p><b>Market Day:</b> Gate \$900.00, Stalls \$690.00 Stock on hand \$390.00, Gave out Easter Eggs to the Kids.</p> <p><b>Financial Report:</b>  <b>2018 Bank Balance:</b> \$25,409.30  <b>Debtors:</b> CBHFC-\$2,750.00 OBRL- \$600.00  BHHRC - \$3,735.42</p>	Tony Camilleri.	Chris May.
<p><b>Events/ Bookings:</b>  <b>Burke Ward School:</b> 1 May 2018.  <b>BHHS:</b> 18 May 2018.  <b>SCKC Dog Club:</b> 25/26/27 May 2018.  <b>ICARE:</b> 28/29 May 2018.  <b>BH Dog Club:</b> 10/11/12 August 2018  <b>Silver City Show:</b> 13/14/15 September 2018.  <b>Rockfest:</b> November</p>		
<p><b>General Business:</b>  <b>Gary Schlinder:</b> Meet with him on Friday 13<sup>th</sup> to discuss Signs, Bins, Speed Signs.</p> <p><b>BHCC:</b> Require key to Judges Box to have the Sound System repaired.  Ray Steer wants permission to sell the chairs if Council is not putting them into MO Grandstoen</p> <p><b>Market Day:</b> Sunday 11<sup>th</sup> June 2018.</p> <p><b>BHHRC:</b> Contact Steve Southern to have it checked out.</p>		

**BROKEN HILL**  
CITY COUNCIL

AGENDA	MOVED BY	SECONDED
<b><u>Work, Health and Safety:</u></b>		
<b><u>Future Agenda Items:</u></b> New Mower 4,000.00. New Lighting/Main Gates 2,500.00. Floodlight Carpark/Stables 2,000.00. Upgrade Toilet Facilities 10,000.00. Instal. Grandstand Seating 5,000.00.		
<b><u>Next Meeting:</u></b> Tuesday, 1 <sup>st</sup> May 2018 at 6.30 pm.		
<b><u>Meeting Closed:</u></b> There being no further business the Chairperson declared the meeting closed at <b>7.45 pm.</b>		

## **QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS**

1. QUESTIONS ON NOTICE NO. 4/18 - DATED APRIL 05, 2018 -  
COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MARCH 2018  
COUNCIL MEETING (11/467, 17/82 & 12/108).....414

## ORDINARY MEETING OF THE COUNCIL

April 5, 2018

**ITEM 1**QUESTIONS ON NOTICE NO. 4/18

SUBJECT: COUNCILLORS QUESTIONS TAKEN ON NOTICE AT THE MARCH  
2018 COUNCIL MEETING 11/467, 17/82 & 12/108

**Summary**

This report provides responses to questions raised by Councillors which the Mayor and/or General Manager took on notice at the March 2018 Council Meeting.

**Recommendation**

1. That Questions On Notice No. 4/18 dated April 5, 2018, be received.

**Background**

Following are responses to questions raised by Councillors which the Mayor and/or General Manager took on notice at the March 2018 Council Meeting.

Question:	<u>Council's Investments</u> Councillor Kennedy raised queries around the nature of Council's managed funds. The General Manager took the question on notice.
Response:	Council has invested in TCorp's cash, medium term and long term growth funds.  TCorp is the financial markets partner of the New South Wales Government and public sector entities, and has been in operation since 1983. As part of the New South Wales Government, TCorp have a unique understanding of their clients and share a genuine alignment of interests with them. With their extensive financial markets expertise and significant economies of scale, TCorp provides a range of solutions to suit their clients' needs. TCorp's powers to borrow, invest and undertake financial management transactions are governed by the Treasury Corporation Act 1983 (NSW). TCorp manage investments for a significant number of New South Wales public sector entities. As a public sector risk manager, TCorp adopts a prudent approach to investment management, in alignment with the risk appetite and interests of their investors. TCorp manages approximately \$80 billion in assets, as at 31 August 2017 including approximately \$25 billion in the TCorpIM Funds.  The TCorpIM Funds are specifically designed to meet the needs of New South Wales public sector clients.

	<p>The TCorpIM Medium Term Growth Fund and TCorpIM Long Term Growth Fund are diversified funds that invest in a blend of growth and defensive asset classes. These funds are designed for investors with longer term time horizons in order to generate higher potential returns.</p> <p>Council have invested in the TCorp funds in accordance with the Broken Hill City Council Investment Policy and Office of Local Government Investment Guidelines. The purpose of investing in these funds have been to match investment timelines with liabilities timelines and therefore maximise investment return for the Council over the long term. Council will have as at 30 June 2018 \$7m in NPV restricted cash reserves that will not be required until at least 2036. In addition to providing additional revenue yearly in the form of disbursements and unrealised growth, it will assist Council in achieving the cash required for funding these external cash restrictions when they will be required to be utilised.</p> <p>As a part of the Financial Assessment and Sustainability Report prepared for Broken Hill City Council by TCorp, one of their recommendations for Council to continue towards financial sustainability was to review its investment strategy. The TCorp report advised 'Council's investments are solely comprised of short term term deposits. Council should review its investment strategies, particularly as cash levels increase, in order to more efficiently match the term of its investments (currently term deposits) to its liabilities, such as when funds are required for asset renewals.</p>
Question:	<p>The Mayor took a question on notice from Councillor Kennedy that relates to Question 1 contained within the Questions On Notice Report No. 3/18. Councillors Kennedy requested answers to the following:</p> <ul style="list-style-type: none"> <li>• the location of murals that had been approved retrospectively on heritage buildings</li> <li>• date that the approval was given</li> <li>• whether the owners of these premises received a letter to paint over/remove the mural</li> </ul>
Response:	<p>This response deals with above questions as well as other considerations in relation to Council's compliance and enforcement actions. Council's current Local Environmental Plan 2013 was published on the NSW Legislation website in November 2013.</p> <p>Since the enactment of the <i>Broken Hill Local Environmental Plan (LEP)</i> and the heritage listing of Broken Hill in 2015, only three murals were developed in either a heritage precinct or on a heritage item or both.</p> <p>The LEP is Council's main town planning document which requires consideration pursuant to the provisions of section 4.15 of the <i>Environmental Planning and Assessment Act 1979</i>.</p> <p>The <i>Broken Hill LEP 2013</i>, clause 5.10, lists the following objectives in relation to heritage conservation:</p> <p><i>"The objectives of this clause are as follows:</i></p> <p><i>(a) to conserve the environmental heritage of Broken Hill,</i></p> <p><i>(b) to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,</i></p> <p><i>(c) to conserve archaeological sites,</i></p>

	<p><i>(d) to conserve Aboriginal objects and Aboriginal places of heritage significance.”</i></p> <p>In addition to above, Council's LEP in clause 5.10 (2), clearly states that development consent is required for the altering of the exterior of a heritage item. The painting of a mural on a heritage item is therefore development that requires consent.</p> <p><i>Question on notice - the location of murals that had been approved retrospectively on heritage buildings?</i></p> <p>Response – Nil, the mural on the Nachiappan Surgery wall was the first mural to be painted on a listed heritage item without development consent. In the past, retrospective approval was granted for a mural located within a heritage precinct, 59-61 Oxide Street, but the building is not heritage listed and according to the former heritage advisor that particular building does not have any individual architectural merit, hence approval was recommended.</p> <p>The mural at Sufi Books received development consent prior to being developed. This particular building is heritage listed and within the Argent Street Heritage Precinct.</p> <p>Other murals also popped-up across town, but are not within a heritage precinct or located on a heritage item, hence are exempt from development consent.</p> <p><i>Question on notice - date that the approval was given?</i></p> <p>Response – Not applicable in relation to a mural on a heritage building/item. The approval date for abovementioned retrospective approval was 07 July 2016.</p> <p><i>Question on notice - whether the owners of these premises received a letter to paint over/remove the mural?</i></p> <p>Response – Not applicable as the mural on the surgery wall was the first mural on a heritage item without development consent. In relation to the mural on a building within a heritage precinct, Council contacted the developer, who cooperated with Council straightaway.</p> <p>Compliance and Enforcement action by Council - It is clear that above questions aim at determining if Council staff is consistent in the enforcement of law and their compliance actions, particularly as far as unauthorised development is concerned. It is important to note that “development” is defined in <i>the Environmental Planning and Assessment Act 1979 (Act)</i> as follows:</p> <ul style="list-style-type: none"> <li><i>(a) the use of land,</i></li> <li><i>(b) the subdivision of land,</i></li> <li><i>(c) the erection of a building,</i></li> <li><i>(d) the carrying out of a work,</i></li> <li><i>(e) the demolition of a building or work,</i></li> <li><i>(f) any other act, matter or thing that may be controlled by an environmental planning instrument.</i></li> </ul>
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	<p>The painting of a mural is the carrying out of a work, hence is being classified as “development”. The threefold classification of development according to Council’s LEP is the following:</p> <ul style="list-style-type: none"> <li>a) Development that is permitted with consent</li> <li>b) Development that is permitted without consent</li> <li>c) Development that is prohibited</li> </ul> <p>As mentioned above, the painting of a mural on a heritage item is development that is permitted with consent, hence a DA is to be lodged with the consent authority and is to be assessed as prescribed by the Act.</p> <p>Compliance and enforcement actions are taken on a daily basis by a range of authorized officers e.g. Rangers, Town Planner, Environmental Health Officer and Building Surveyors.</p> <p>Council has a responsibility under Section 8 of the <i>Local Government Act 1993</i> to ensure that its regulatory activities are carried out in a consistent manner and without bias. In response to this obligation, Council developed and adopted a Compliance and Enforcement Policy.</p> <p>Broken Hill City Council reviewed and adopted abovementioned Compliance and Enforcement Policy at the July 2017 Ordinary Council Meeting. This policy is the guiding document to advise Council staff what procedures to follow when investigating breaches against legislation.</p> <p>The spirit of this Policy is to use a graduated approach to enforcement action. For example the issue of a warning letter, which if not successful in resolving the issue may be followed by statutory Notices and Orders; and finally, some form of enforcement proceedings, either via a penalty notice or Court action, if compliance cannot be achieved by any other method.</p> <p>Above policy makes exceptions to the concept of a graduated approach in the event of parking/traffic matters and development matters.</p> <p>Clause 3.2 states that <i>“It is Council’s Policy that Compliance Officers will enforce relevant legislation and carry out compliance inspections in relation to development in a fair, equitable and consistent manner with a zero tolerance approach to unlawful and unauthorised development and non-compliance with development consent conditions.</i></p> <p><i>Zero tolerance is the strict enforcement of legislation.”</i></p> <p>In regards to above mural matter (unauthorized development), Council staff took a graduated approach by issuing a warning letter. Council staff did not take a zero tolerance approach as required by Council’s policy.</p>
Question	<p><u>Councillor Professional Development Training</u></p> <p>Councillor Kennedy asked if further Professional Development training could be arranged for Councillors, in particular conflict resolution training.</p> <p><i>The Mayor stated that Local Government NSW has developed a “Professional Development Program in a box” for Councillors which would include conflict resolution training, and that this will be arranged for Councillors.</i></p>
Response:	<p>Councillors have, on a number of occasions, been requested to advise if they wish to undertake any professional development training. A list of training programs available (which was previously provided to Councillors)</p>

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	<p>has been uploaded to the HUB under the Professional Development channel.</p> <p>In order for training to be arranged, Councillors are requested to email the General Manager's Office indicating the professional development training courses that they wish to undertake.</p>
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**Attachments**

There are no attachments for this report

JAMES RONCON  
GENERAL MANAGER

## **CLOSED**

### **Council Meeting to be held** **Thursday, April 26, 2018**

1. **BROKEN HILL CITY COUNCIL REPORT NO. 67/18 - DATED MARCH 29, 2018 - VARIATION OF LEASE OPTION - LEASE OF PART OF THE HACC CENTRE TO LIVEBETTER SERVICES LIMITED - CONFIDENTIAL**

**(General Manager's Note:** 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).

2. **BROKEN HILL CITY COUNCIL REPORT NO. 68/18 - DATED APRIL 04, 2018 - DEED OF ASSIGNMENT OF AGREEMENT - JUSAIRE PTY LTD TO CARSCONNECTION PTY LTD FOR LICENCE AT BROKEN HILL AIRPORT TERMINAL - CONFIDENTIAL**

**(General Manager's Note:** This report considers a licence 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).

3. **BROKEN HILL CITY COUNCIL REPORT NO. 69/18 - DATED MARCH 22, 2018 - SALE OF 331 MURTON STREET - CONFIDENTIAL**

**(General Manager's Note:** This report considers Sale of Land at 331 Murton Street 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).