

## November 21, 2019

## ORDINARY MONTHLY MEETING

## TO BE HELD

## WEDNESDAY, NOVEMBER 27, 2019

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

Dear Sir/Madam,

Your attendance is requested at the Ordinary Meeting of the Council of the ABN 84 873 116 132 City of Broken Hill to be held in the Council Chamber, Sulphide Street, Broken Hill on **Wednesday, November 27, 2019** commencing at 6:30 pm to consider the following business:

- 1) Opening Meeting
- 2) Apologies
- 3) Prayer
- 4) Acknowledgement of Country
- 5) Minutes for Confirmation
- 6) Disclosure of Interest
- 7) Mayoral Minute(s)
- 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
- 16) Conclusion of the meeting

JAMES RONCON GENERAL MANAGER

#### LIVE STREAMING OF COUNCIL MEETINGS

<u>PLEASE NOTE</u>: 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, October 30, 2019.

Minutes of the Extraordinary Meeting of the Council of the City of Broken Hill held Tuesday, November 12, 2019.

Meeting commenced at 6:30p.m.

PRESENT:Councillor D. Turley (Mayor) Councillor C. Adams (Deputy Mayor)<br/>Councillors B. Algate, M. Browne, M. Clark, D. Gallagher, T. Kennedy,<br/>B. Licul, J. Nolan and R. Page.Acting General Manager/Chief Financial Officer, Director Corporate,<br/>Manager Communications, Governance Officer and Executive Support<br/>Officer.Media (3), Members of the Public (5).

APOLOGIES: Nil.

## PRAYER

Deputy Mayor Adams delivered the prayer.

## ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

## MINUTES FOR CONFIRMATION

)

)

#### RESOLUTION

Minute No. 46100 Councillor C. Adams moved Councillor B. Licul seconded That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held September 25, 2019 be confirmed.

CARRIED

## DISCLOSURE OF INTEREST

Nil.

## **MAYORAL MINUTES**

#### ITEM 1 - MAYORAL MINUTE NO. 6/19 - DATED OCTOBER 28, 2019 - PLAN TO SAVE OUR RECYCLING 11/199

#### **Resolved**

- 1. That Mayoral Minute No. 6/19 dated October 28, 2019, be received.
- That Council acknowledges the growing imperative to manage waste and recycling within NSW, and calls for urgent action from the State Government to help build a circular economy in NSW.
- 3. That Council recognises initiatives and projects taken within the Broken Hill local government area to help achieve this goal, including: The Keepcup and sustainable shopping bag campaign as well as the procurement of recycled items and the reuse of old items for infrastructure upgrades.

- 4. That Council endorses Local Government NSW's sector-wide *Save our Recycling* campaign, and asks the State Government to reinvest the Waste Levy in:
  - a. Funding councils to collaboratively develop regional-scale plans for the future of waste and recycling in their regions
  - b. the delivery of the priority infrastructure and other local government projects needed to deliver regional-scale plans, particularly where a market failure has been identified
  - c. support for the purchase of recycled content by all levels of government, to help create new markets
  - d. Funding and delivery of a state-wide education campaign on the importance of recycling, including the right way to recycle, the purchase of products with recycled content and the importance of waste avoidance.
- 5. That Council write to the local State Member Roy Butler MP, Minister for Energy and Environment the Hon Matthew Kean MP, Local Government Minister Shelley Hancock, NSW Treasurer the Hon Dominic Perrottet MP, Premier the Hon Gladys Berejiklian MP, Opposition Leader Jodi McKay MP, Shadow Minister for Environment and Heritage Kate Washington MP, and Shadow Minister for Local Government Greg Warren MP to confirm its support for recycling and outline the urgent need to educate, innovate and invest in local waste and recycling services via the Waste Levy.
- 6. That Council formally write to the Young Leaders Group advising its members of its support for the *Save Our Recycling* campaign, and ask them to consider endorsing and sharing it to their own networks across the Broken Hill local government area.
- 7. That Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute
- 8. That Council shares and promotes the *Save Our Recycling* campaign via its digital and social media channels and via its networks.

<u>Minute No. 46101</u>	
Councillor D. Turley moved	
Councillor R. Page seconded	

CARRIED

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

)

### ITEM 2 - MAYORAL MINUTE NO. 7/19 - DATED OCTOBER 30, 2019 - CENTRAL DARLING SHIRE 11/304

## Resolved

- 1. That Mayoral Minute No. 7/19 dated October 30, 2019, be received.
- 2. Broken Hill City Council write to the Minister for Local Government advocating for the return of a democratically elected represented body in the Central Darling Shire.

## RESOLUTION

<u>Minute No. 46102</u> Councillor D. Turley moved Councillor R. Page seconded

CARRIED UNANIMOUSLY

## NOTICES OF MOTION

)

)

Nil.

## **RESCISSION MOTIONS**

## Nil.

## **REPORTS FROM DELEGATES**

#### Nil.

## REPORTS

## ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 167/19 - DATED OCTOBER 04, 2019 -CORRESPONDENCE REPORT - WORKFORCE REDUNDANCIES AT ESSENTIAL ENERGY BROKEN HILL 12/29

#### <u>Resolved</u>

1. That Broken Hill City Council Report No. 167/19 dated October 4, 2019, be received.

)

)

2. That correspondence dated 1 October 2019 from Essential Energy regarding redundancies across its portfolio, be received and Council notes only one employee located in Broken Hill has elected to leave by way of redundancy.

#### RESOLUTION

<u>Minute No. 46103</u> Councillor B. Algate moved Councillor J. Nolan seconded

CARRIED UNANIMOUSLY

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 168/19 - DATED JULY 10, 2019 -DISCLOSURE OF INTEREST RETURNS 11/265, 11/646

## Resolved

- 1. That Broken Hill City Council Report No. 168/19 dated July 10, 2019, be received.
- 2. That Council note the submission of the required returns by Councillors and Designated Persons of Council.
- 3. That access to Council's Register of Returns of Disclosures by Councillors and Designated Persons be in accordance with the provisions of the *Local Government Act 1993* and other relevant legislation.

## RESOLUTION

<u>Minute No. 46104</u> Councillor C. Adams moved Councillor D. Gallagher seconded

CARRIED UNANIMOUSLY

# ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 169/19 - DATED OCTOBER 08, 2019 -FEEDBACK BEING SOUGHT BY THE OFFICE OF LOCAL GOVERNMENT ON THE GIFTS ANDBENEFITS ANNUAL MONETARY VALUE CAP12/137

#### Resolved

1. That Broken Hill City Council Report No. 169/19 dated October 8, 2019, be received.

)

)

 That Council re-affirms its position on the annual monetary value cap of \$50.00 for gifts and benefits accepted by all Council officials as per its Code of Conduct Policy (based on the Model Code of Conduct for Local Councils in NSW 2018) adopted 27 March 2019 ((Minute No. 46028) and its Gifts and Benefits Policy adopted 25 September 2019 (Minute No. 46080). 3. That Council provides feedback to the Office of Local Government (prior to 8 November 2019) stating that the \$50.00 cap on the value of gifts per annum for all Council Officials (as per the Model Code of Conduct and Council's adopted Code of Conduct Policy and adopted Gifts and Benefits Policy), is an appropriate amount and should not be increased.

## RESOLUTION

Minute No. 46105 Councillor B. Algate moved Councillor C. Adams seconded

CARRIED UNANIMOUSLY

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 188/19 - DATED NOVEMBER 13, 2018 -PUBLIC PRESENTATION OF 2018/2019 FINANCIAL STATEMENTS19/74

### <u>Resolved</u>

1. That Broken Hill City Council Report No. 188/19 dated November 13, 2018, be received.

)

)

2. That Council adopt the financial statements and present the Annual Financial Statements inclusive of the Auditor's Reports for 2018/19 to the public.

)

)

## RESOLUTION

Minute No. 46106 Councillor D. Gallagher moved Councillor M. Browne seconded

CARRIED UNANIMOUSLY

## ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 170/19 - DATED OCTOBER 02, 2019 -DRAFT COMPANION ANIMAL MANAGEMENT PLAN 2019 11/141

#### <u>Resolved</u>

- 1. That Broken Hill City Council Report No. 170/19 dated October 2, 2019, be received.
- 2. That the draft Companion Animal Management Plan 2019 be publicly exhibited for a period of not less than 28 days.
- 3. That upon completion of above public exhibition, a further report be presented to Council for consideration and adoption of the Companion Animal Management Plan as a Council policy.

)

)

#### RESOLUTION Minute No. 46107

Councillor M. Browne moved Councillor C. Adams seconded

CARRIED

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

#### ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 171/19 - DATED OCTOBER 02, 2019 - NEW AND AMENDED FEES AND CHARGES FOR THE NEW ANIMAL SHELTER (ANIMAL POUND)

11/660

## Resolved

- 1. That Broken Hill City Council Report No. 171/19 dated October 2, 2019, be received.
- 2. That Council exhibit the proposed fees and charges for the new Council Animal Shelter for a period of 28 days.
- 3. That upon completion of above public exhibition, a further report be presented to Council for consideration and approval.

## RESOLUTION

<u>Minute No. 46108</u> Councillor J. Nolan moved Councillor C. Adams seconded

CARRIED

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

## ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 172/19 - DATED OCTOBER 02, 2019 - RE-ESTABLISHMENT OF ALCOHOL-FREE ZONES 11/307

## Recommendation

1. That Broken Hill City Council Report No. 172/19 dated October 2, 2019, be received.

)

- 2. That Council re-establish the Alcohol-Free Zone known as Creedon Street as per attached proposal, including public roads and laneways, public car parks and footpath area of Creedon Street bounded by Rakow and Wills Streets.
- 3. That Council re-establish the Alcohol-Free Zone known as Shell Memorial as per attached proposal, including all public roads and laneways, public car parks and footpaths in an area bounded by lodide, Thomas, Bromide and Mica Streets; including Oxide Street from Thomas Street through to Morgan Street.
- 4. That Council re-establish the Alcohol-Free Zone known as E.T. Lamb Memorial Oval as per attached proposal, including public roads and laneways, public car parks and footpath area surrounding the oval bounded by South, Boughtman, Comstock and Jamieson Streets.
- 5. That Council re-establish the Alcohol-Free Zone known as South Broken Hill as per attached proposal, including all public roads and laneways, public car parks and footpaths in an area bounded by Bonanza, Patton, Central and Hebbard Streets including South Street from Piper Street through to Wilson Street; with expansion to zone along Bonanza Street from Patton to Morish Street and a section of Wilson Street between Bonanza and Picton Streets.
- 6. That the necessary signage be installed showing operation of Zones from 9 November 2019 to 9 November 2023.
- 7. That re-establishment of the Creedon Street, Shell Memorial, E.T. Lamb Oval and South Broken Hill Alcohol-Free Zones be advised to the public by way of media release and advertisement in the Barrier Daily Truth. That the advertisement also confirms that the existing CBD Alcohol-Free Zone remains in force.
- 8. That Council thank the Broken Hill Police for its ongoing support of Alcohol-Free Zones in Broken Hill.

)

)

#### RESOLUTION

Minute No. 46109 Councillor B. Algate moved Councillor C. Adams seconded

CARRIED UNANIMOUSLY

## ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 173/19 - DATED OCTOBER 08, 2019 -INVESTMENT REPORT FOR SEPTEMBER 2019 17/82

#### Resolved

1. That Broken Hill City Council Report No. 173/19 dated October 8, 2019, be received.

)

)

#### RESOLUTION

<u>Minute No. 46110</u> Councillor D. Gallagher moved Councillor M. Browne seconded

#### CARRIED UNANIMOUSLY

## ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 174/19 - DATED OCTOBER 21, 2019 -NOMINATIONS AS INDEPENDENT PANEL MEMBERS ON THE COMMUNITY ASSISTANCE GRANTS PANEL 19/44

## Resolved

1. That Broken Hill City Council Report No. 174/19 dated October 21, 2019, be received.

)

)

2. That Mr Kenneth Martin and Ms Pamela Tucker be appointed as an Independent Panel Members on the Community Assistance Grants Panel.

#### RESOLUTION

<u>Minute No. 46111</u> Councillor C. Adams moved Councillor M. Browne seconded

CARRIED UNANIMOUSLY

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 175/19 - DATED OCTOBER 10, 2019 -MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 397 HELD TUESDAY OCTOBER 8, 2019 11/397

#### **Resolved**

1. That Broken Hill City Council Report No. 175/19 dated October 10, 2019, be received.

)

2. That the minutes for the Local Traffic Committee Meeting No.397 held October 8, 2019 be received.

## RESOLUTION

<u>Minute No. 46112</u>	
Councillor M. Browne moved	
Councillor B. Licul seconded	

CARRIED UNANIMOUSLY

## ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 176/19 - DATED OCTOBER 21, 2019 -ACTION LIST REPORT 11/21

#### <u>Resolved</u>

1. That Broken Hill City Council Report No. 176/19 dated October 21, 2019, be received.

)

)

#### RESOLUTION

Minute No. 46113
Councillor J. Nolan moved
Councillor M. Browne seconded

CARRIED UNANIMOUSLY

## SUPPLEMENTARY REPORTS

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 182/19 - DATED OCTOBER 21, 2019 -QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDING SEPTEMBER 2019 12/160 Resolved

- 1. That Broken Hill City Council Report No. 182/19 dated October 21, 2019, be received.
- 2. That the 1st Quarterly Budget Review Statement and recommendations be adopted.
- 3. That Council note the projected 2019/20 operating deficit (before capital) of \$4,184,000.
- 4. That Council note the 2019/20 projected net capital expenditure budget of \$10,825,000.

)

)

5. That Council note the revised Long-Term Financial Plan.

## RESOLUTION

<u>Minute No. 46114</u> Councillor B. Licul moved Councillor D. Gallagher seconded

CARRIED UNANIMOUSLY

## **COMMITTEE REPORTS**

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 181/19 - DATED SEPTEMBER 26, 2019 -MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD SEPTEMBER 17, 2019 12/51

## Resolved

- 1. That Broken Hill City Council Report No. 181/19 dated September 26, 2019, be received.
- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held September 17, 2019 be received.

## ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 177/19 - DATED OCTOBER 04, 2019 -MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 3 SEPTEMBER 2019 12/52

#### <u>Resolved</u>

- 1. That Broken Hill City Council Report No. 177/19 dated October 4, 2019, be received.
- 2. That minutes of the Memorial Oval Community Committee Meeting held 3 September 2019 be received.

#### ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 178/19 - DATED OCTOBER 04, 2019 -MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETING HELD 16 SEPTEMBER 2019 12/54

#### <u>Resolved</u>

- 1. That Broken Hill City Council Report No. 178/19 dated October 4, 2019, be received.
- 2. That minutes of the Picton Oval Community Committee Meeting held 16 September 2019 be received and the list of maintenance issues be placed into Council's works program.

## ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 179/19 - DATED OCTOBER 04, 2019 -MEMBERSHIP OF SECTION 355 COMMITTEES 11/9

<u>Resolved</u>

1. That Broken Hill City Council Report No. 179/19 dated October 4, 2019, be received.

)

)

- 2. That Council accepts the resignation from Mr. Eric McCormick as a community representative on the Broken Hill Heritage Committee, and thanks Mr. McCormick for his service on the Committee.
- 3. That Council appoints Ms Tracey Robinson as a user representative (Broken Hill Harness Racing Club) on the Memorial Oval Community Committee.
- 4. That Council notes that advertising is taking place during October in an attempt to fill all vacancies in community representative positions on Council's Section 355 Committees.

RESOLUTION Minute No. 46115 Councillor C. Adams moved Councillor B. Licul seconded

That the recommendations of item 15 to 18 be adopted.

CARRIED UNANIMOUSLY

## QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 20 - QUESTIONS ON NOTICE NO. 10/19 - DATED OCTOBER 09, 2019 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE AUGUST 2019 COUNCIL MEETING 11/249, 11/140

## <u>Resolved</u>

1. That Questions On Notice No. 10/19 dated October 9, 2019, be received.

## RESOLUTION

<u>Minute No. 46116</u> Councillor T. Kennedy moved Councillor M. Clark seconded

CARRIED UNANIMOUSLY

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

)

)

<u>Airport Kiosk</u> 11/229 Councillor Algate requested information on the status of the Airport Kiosk Lease and enquired when the Kiosk will reopen.

Street Tree Replacement Program

11/390

Councillor Licul referred to the many street trees that have died on footpaths around the City and requested information on the number of street trees that will be replaced and the species of trees that will be replaced.

Councillor Algate advised that dead trees on his footpath have been removed by Council, and enquired when new trees will be replanted.

## Quarterly Budget Review Report

12/160

Councillor Kennedy referred to the additional legal expenses of \$3.2M due to ongoing litigation and asked that Councillors be provided with the Council Resolution Minute No. 45709 from the November 2017 Council Meeting.

Councillor Kennedy referred to the additional legal expenses of \$3.2M and asked if Councillors can be provided with details of the original expenditure with regards to legal expenses.

## CONFIDENTIAL MATTERS

## ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 180/19 - DATED OCTOBER 21, 2019 -CONFIDENTIAL MINUTES OF THE ORDINARY COUNCIL MEETING HELD 25 SEPTEMBER 2019 -CONFIDENTIAL 19/11

(General Manager's Note: This report considers confidential minutes of the Ordinary Council Meeting held 25 September 2019 which relates to various confidential matters and is deemed confidential under Section 10A(2) (b) (c) (e) (g) of the Local Government Act, 1993 which contains matters that will involve the discussion of the personal hardship of any resident or rate payer; AND 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; AND which provides for information, 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. 180/19 be considered in open session.
- 2. That Broken Hill City Council Report No. 180/19 dated October 21, 2019, be received.

)

)

3. That the confidential minutes of the Ordinary Council Meeting held 25 September 2019 be confirmed.

## RESOLUTION

Minute No. 46117	
Councillor T. Kennedy moved	
Councillor C. Adams seconded	

CARRIED UNANIMOUSLY

#### RESOLUTION <u>Minute No. 46118</u> Councillor M. Browne moved Councillor B. Licul seconded

)

)

That the meeting be closed to the public in accordance with the *Local Government Act* 1993 clause 10A(2), whilst the confidential matter is considered.

CARRIED UNANIMOUSLY

Members of the media and public left the Council Chambers at 7:20p.m.

#### ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 186/19 - DATED OCTOBER 23, 2019 -DETAIL OF COUNCIL'S LEGAL EXPENSES SINCE 1 JULY 2016 & CIVIC CENTRE REDEVELOPMENT PROJECT UPDATE - CONFIDENTIAL 13/

 REDEVELOPMENT PROJECT UPDATE - CONFIDENTIAL
 13/152

 (General Manager's Note:
 This report considers detailed legal expenses and is deemed confidential under Section 10A(2) (e) (g) of the Local Government Act, 1993 which provides for information that would, if disclosed, prejudice the maintenance of law; AND which contains advice concerning

## MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD OCTOBER 30, 2019

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. 186/19 dated October 23, 2019, be received.

)

)

- 2. That Council note the below report.
- 3. That Council note the correspondence received from Council's solicitors.
- 4. That Council note the presentation and advice provided by Council's solicitors regarding Council's current state of affairs and next steps for the Civic Centre Redevelopment Project.

## RESOLUTION

<u>Minute No. 46119</u> Councillor C. Adams moved Councillor M. Browne seconded

CARRIED

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

Members of the media and public returned to the Council Chambers at 7:38p.m.

At the Mayor's invitation, the Acting General Manager reported on the resolutions of the confidential matters, one considered in open session and one considered in closed session.

)

)

There being no further business the Mayor closed the meeting at 7:39p.m.

THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON 27 NOVEMBER 2019

CHAIRPERSON

Meeting commenced at 5:24p.m.

Minute No. 46121

PRESENT:	Councillor D. Turley (Mayor) Councillor C. Adams (Deputy Mayor), Councillors M. Browne, M. Clark, T. Kennedy, B. Licul, J. Nolan, and R. Page.
	General Manager, Chief Financial Officer, Chief Operations Officer, Director Corporate, Manager Communications, Governance Officer and Executive Support Officer.
	Media (4), Members of the Public (approximately 200).
APOLOGIES:	Councillors B. Algate and D. Gallagher.

Councillor Kennedy moved Councillor Page seconded	) )	That the apologies submitted by Councillors Algate and Gallagher be accepted and leave of absence granted.
		absence granted.

CARRIED

## PURPOSE OF THE MEETING

The meeting was called to consider a Notice of Motion regarding the Broken Hill Gateway Signage.

## **DISCLOSURE OF INTEREST**

Nil.

The Mayor foreshadowed a Mayoral Minute should the Notice of Motion be unsuccessful.

## **NOTICES OF MOTION**

ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 20/19 - DATED NOVEMBER 07, 2019 - REQUEST FOR EXTRAORDINARY MEETING AND NOTICE OF MOTION REGARDING BROKEN HILL GATEWAY SIGNAGE 17/133

Councillor Kennedy provided a new motion which replaced the motion provided to Council by Councillors Algate and Kennedy with the request to call an Extraordinary Council Meeting.

)

)

Councillor Kennedy moved Councillor Page seconded

- That Council contact the fabricators to stop production of the gateway signs that are being made from the winning entry of the gateway signage chosen by a panel not resoled from Council
  - 2. That Council liaise with Deanna Spicer and the fabricators of the current sign design to make five new signs in the five designs entered by Deanna Spicer to the gateway sign competition.
  - 3. That the five designed signs by Deanna Spicer be located on the five main routes into Broken Hill and put in locations that

are chosen by a vote of Council after consultation with RMS, Deanna 'Spicer and others that are nominated and resolved to be part of a working group from interested parties that will be appointed within seven days.

- 4. That the existing sign be moved to a location such as the line of lode or miners memorial or other location and positioned so that the sun sets directly behind the sign so that the sign at sunset will represent the design as was intended.
- 5. That information signage is located near the five gateway signs and the existing sign at its new location encouraging tourists and locals to be photographed with each of the six signs and posted to social media and that \$1,000.00 is awarded each year to one lucky social media user who has posted themselves in photos of all six designs.
- 6. That Council work to have the six signs and the information signage in location prior to the St Pats races 2020.
- 7. That Council appoint a working group to introduce strategies to use the gateway signage as a marking tool, using the same principles as used to market the big banana, etc.
- 8. That Council notes the dollar value of the potential millions of social media contacts that will result from the promotion of the signage photos.
- 9. That Council prepares a report explaining why a panel was chosen to select the gateway signage winner and a prize of \$5,000.00 offered when it was resolved at the August 2018 Council meeting to hold a community competition/consultation about the gateway signage and no prize money offered At the August 2018 Council Meeting during the delivery of the motion that became the resolution I clearly state on the live stream of the meeting that "the community shall choose" the winning design. If there was doubt on the meaning of the resolution the mover and the seconder should have been contacted for clarification.
- 10. That it be noted that the resolution of the August 2018 Council meeting for gateway signage was not implemented in the way that it was voted and then passed and that Council did not resolve to appoint the panel or any panel to judge the competition.

LOST

FOR:Councillors Kennedy and PageAGAINST:Councillors Nolan, Browne, Clark, Licul, Adams and Turley

The foreshadowed Mayoral Minute was put.

Mayor Turley moved Councillor Adams seconded	) )	<ol> <li>That the competition winning welcome signs be completed and installed in accordance with Council's contractual obligations.</li> </ol>
		2 That the welcome sign which has been installed along the

That the welcome sign which has been installed along the Adelaide Road be relocated to a more favourable position

			which satisfies the safety requirements of the RMS and Council.
		3.	That Council accept the offer of Ms Spicer to gift her designs to Council at no charge, on condition that Council acquires sole ownership of all intellectual property and that evidence of all permissions inclusive of Intellectual Property Rights, Trademark or Copyright elements of the designs are obtained from Ms Spicer, in writing, prior to Council taking over ownership.
		4.	That a report from a structural engineer be obtained to ensure that the proposed designs created by Ms Spicer would be structurally sound and safe if erected.
		5.	That once the aforementioned conditions have been met, one or more of Ms Spicer's designs be installed in an appropriate location/s around the City, to be determined by Councillors in consultation with Council staff, as items of public art.
Amendment Councillor Kennedy moved Councillor Page seconded	) )	1.	That all competition entry designs to the Gateway Signage Competition, (of which the entrants give permission for the publishing of their designs) be published in order for a proper community consultation process to be held for one month, for the public to vote on their preferred sign design/s

LOST

FOR:Councillors Kennedy and PageAGAINST:Councillors Nolan, Browne, Clark, Licul, Adams and Turley

The foreshadowed Mayoral Minute was put.

<u>Minute No. 46122</u> Mayor Turley moved Councillor Adams seconded	) )	1.	That the competition winning welcome signs be completed and installed in accordance with Council's contractual obligations.
		2.	That the welcome sign which has been installed along the Adelaide Road be relocated to a more favourable position which satisfies the safety requirements of the RMS and Council.
		3.	That Council accept the offer of Ms Spicer to gift her designs to Council at no charge, on condition that Council acquires sole ownership of all intellectual property and that evidence of all permissions inclusive of Intellectual Property Rights, Trademark or Copyright elements of the designs are obtained from Ms Spicer, in writing, prior to council taking over ownership.
		4.	That a report from a structural engineer be obtained to ensure that the proposed designs created by Ms Spicer would be structurally sound and safe if erected.
		5.	That once the aforementioned conditions have been met, one or more of Ms Spicer's designs be installed in an

## MINUTES OF THE EXTRAORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD NOVEMBER 12, 2019

)

)

)

)

appropriate location/s around the City, to be determined by Councillors in consultation with Council staff, as items of public art.

CARRIED

FOR:Councillors Nolan, Browne, Clark, Licul, Adams and TurleyAGAINST:Councillors Kennedy and Page

There being no further business the Mayor closed the meeting at 6:08 p.m.

THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON 27 NOVEMBER 2019

CHAIRPERSON

## **NOTICES OF RECISSION**

1.	RESCISSION MOTION NO. 1/19 - DATED NOVEMBER 15, 2019 -	
	RESCISSION MOTION REGARDING BROKEN HILL GATEWAY	
	SIGNAGE (17/133)	18

## ORDINARY MEETING OF THE COUNCIL

November 15, 2019

## ITEM 1

**RESCISSION MOTION NO. 1/19** 

# SUBJECT: RESCISSION MOTION REGARDING BROKEN HILL GATEWAY SIGNAGE 17/133

## Summary

Councillors Page, Kennedy and Gallagher submitted a Rescission Motion on 14 November 2019 at 3:00pm to rescind resolution Minute Number 45893 of the Council Meeting held 28 August 2018 and Minute 46122 from the Extraordinary Meeting of Council held 12 November 2019.

Minute 45893 from 28 August 2018 reads:

ITEM 31 - BROKEN HILL CITY	Y COUNCIL REPORT NO.	<u>. 129/18 - DATED AUGUST 15.</u>
2018 - GATEWAY SIGNAGE		17/133

)

)

RESOLUTION Minute No. 45893 Councillor T. Kennedy moved Councillor B. Algate seconded

- That Broken Hill City Council Report No. 129/18 dated August 15, 2018, be received.
  - 2. That Council holds a competition/public consultation for the design of gateway signage for the highway entrances into the City; and that once the preferred design is approved, the signs are installed quickly and efficiently.

CARRIED

Minute 46122 of the Extraordinary Council Meeting held 12 November 2019 regarding the Broken Hill Gateway Signage (being Minute Number 46122 of the unconfirmed minutes) reads:

# ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 20/19 - DATEDNOVEMBER 07, 2019 - REQUEST FOR EXTRAORDINARY MEETING AND NOTICE OFMOTION REGARDING BROKEN HILL GATEWAY SIGNAGE17/133

)

)

Minute No. 46122 Mayor Turley moved Councillor Adams seconded

- That the competition winning welcome signs be completed and installed in accordance with Council's contractual obligations.
- 2. That the welcome sign which has been installed along the Adelaide Road be relocated to a more favourable position which satisfies the safety requirements of the RMS and Council.

- 3. That Council accept the offer of Ms Spicer to gift her designs to Council at no charge, on condition that Council acquires sole ownership of all intellectual property and that evidence of all permissions inclusive of Intellectual Property Rights, Trademark or Copyright elements of the designs are obtained from Ms Spicer, in writing, prior to council taking over ownership.
- 4. That a report from a structural engineer be obtained to ensure that the proposed designs created by Ms Spicer would be structurally sound and safe if erected.
- That once the aforementioned conditions have been met, one or more of Ms Spicer's designs be installed in an appropriate location/s around the City, to be determined by Councillors in consultation with Council staff, as items of public art.

CARRIED

The Rescission Motion reads as follows:

"Councillors Ron Page, Tom Kennedy and Bob Algate move a motion to rescind the resolution passed at the Extraordinary Meeting of the Broken Hill City Council held on the 12<sup>th</sup> November 2019 and the resolution minute number 45893.

That the resolutions be replaced with the (sic) below.

That Broken Hill City Council contacts those that lodged the 73 entries to the Broken Hill Gateway Signage competition asking for the authority to put the competition entries on public display to be judged by the community.

That those entries that have been given permission to be put on public display be placed on the Broken Hill City Council facebook page for seven days in the form of a poll and that it is advertised to the community.

That the top ten entries be put to a second poll for seven days and advertised and the top five individual designs be placed at the main entry points to the city and put in a location approved by Council.

The rescission motion has been moved so that the 2 Councillors that were not present at the meeting held on the 12/11/2019 have the opportunity to vote and for the Council to have the time to reflect on the views that have been put forward by the community."

The Rescission Motion is attached to the report.

## General Manager's Comment:

Council received the above rescission motion from Councillors Page, Kennedy & Gallagher. It is only the rescission of minute number 46122 from the 12 November 2019 Extraordinary Council Meeting that can be dealt with, due to the following.

## Rescission of Minute Number 45893.

This Council resolution was adopted at the 28 August 2018 Ordinary Council Meeting and therefore as more than three months has passed it cannot be rescinded. The resolution of Minute number 45893 can be altered via a Notice of Motion but it should be recognised that this resolution has been fully implemented.

## Replacement Resolution after Rescission Motion (sic)

The replacement resolution motion cannot be considered by Council as it is similar in nature to the motion that was put and subsequently lost at the 12 November 2019 Extraordinary Meeting. The amendment motion that was put and subsequently lost was as per that below:

1. That all competition entry designs to the Gateway Signage Competition, (of which the entrants give permission for the publishing of their designs) be published in order for a proper community consultation process to be held for one month, for the public to vote on their preferred sign design/s.

As per Council's Code of Meeting Practice 17.7 and s372(5) of the Local Government Act 1993 (If a motion to alter or rescind a resolution has been negatived, or if a motion which has the same effect as a previously negatived motion, is negatived, no similar motion may be brought forward within 3 months. This subsection may not be evaded by substituting a motion differently worded, but in principle, the same.) The proposed replacement motion is deemed to be similar in nature and is within three months of the previously negatived motion, therefore cannot be considered by Council at this time.

## **Councillor recission recommendation**

- 1. That Rescission Motion No. 1/19 dated November 15, 2019, be received.
- 2. That Council rescinds the resolution passed at the Extraordinary Council Meeting held 12 November 2019 (minute number:46122).

## Attachments

- 1. J. Rescission Motion signed by Councillors Page, Kennedy and Gallagher
- 2. J Council's Code of Meeting Practice clause 17.7
- 3. J Local Government Act 1993, Section 372

R. PAGE COUNCILLOR

T. KENNEDY COUNCILLOR

D. GALLAGHER COUNCILLOR

#### 14/11/2019

Councillors Ron Page, Tom Kennedy and Bob Algate move a motion to rescind the resolution passed at the extraordinary meeting of the BHCC held on Tuesday the 12<sup>th</sup> of November 2019 and the resolution minute number 45893.

That the resolutions be replaced with the below,

That the BHCC contact those that lodged the 73 entries to the Broken Hill gate way competition signage asking for the authority to put the competition entries on public display to be judged by the community.

That those entries that have been given permission to be put on public display be place on the BHCC facebook page for 7 days in the form of a poll and that it is advertised to the community.

That the top 10 entries be put to a second poll for 7 days and advertised and the top 5 individual designs be placed at the main entry points to the city and put in a location approved by council.

The rescission motion has been moved so that the 2 councillors that were not present at the meeting held on the 12/11/2019 have the opportunity to vote and for the council to have the time to reflect on the views that have been put forward by the community.

Submitted by

Councillor Ron Page

Councillor Tom Kennedy

The dea **Councillor Bob Algate** 

Spitol and Councillex

λŔ.



## 16. CONFLICTS OF INTEREST

16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

## 17. DECISIONS OF THE COUNCIL

Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

#### Note: Clause 17.1 reflects section 371 of the Act

17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

#### Rescinding or altering council decisions

17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.9.

#### Note: Clause 17.3 reflects section 372(1) of the Act.

17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

#### Note: Clause 17.4 reflects section 372(2) of the Act.

17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.9.

#### Note: Clause 17.5 reflects section 372(3) of the Act.

17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

#### Note: Clause 17.6 reflects section 372(4) of the Act.

17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

#### Note: Clause 17.7 reflects section 372(5) of the Act.

Code of Meeting Practice Policy

Page 27 of 36

Local Government Act 1993 No 30 - NSW legislation

## Local Government Act 1993 No 30

Current version for 1 November 2019 Chapter 12 > Part 2 > Division 2 > Section 372

#### 372 Rescinding or altering resolutions

- (1) A resolution passed by a council may not be altered or rescinded except by a motion to that effect of which notice has been duly given in accordance with the council's code of meeting practice.
- (2) If notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.
- (3) If a motion has been negatived by a council, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with the council's code of meeting practice.
- (4) A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been negatived by the council, must be signed by 3 councillors if less than 3 months has elapsed since the resolution was passed, or the motion was negatived, as the case may be.
- (5) If a motion to alter or rescind a resolution has been negatived, or if a motion which has the same effect as a previously negatived motion, is negatived, no similar motion may be brought forward within 3 months. This subsection may not be evaded by substituting a motion differently worded, but in principle the same.
- (6) A motion to which this section applies may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.
- (7) The provisions of this section concerning negatived motions do not apply to motions of adjournment.

## **REPORTS**

1.	BROKEN HILL CITY COUNCIL REPORT NO. 188/19 - DATED NOVEMBER 15, 2019 - CORRESPONDENCE REPORT - NATIONAL DISABILITY INSURANCE SCHEME (11/490)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 205/19 - DATED OCTOBER 30, 2019 - CODE OF CONDUCT COMPLAINTS STATISTICS ANNUAL REPORT - 2018/2019 (11/171)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 189/19 - DATED OCTOBER 30, 2019 - DRAFT 2018/2019 ANNUAL REPORT (18/132)41
4.	BROKEN HILL CITY COUNCIL REPORT NO. 190/19 - DATED OCTOBER 30, 2019 - 2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019 (16/82)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 191/19 - DATED NOVEMBER 01, 2019 - DRAFT AGENCY INFORMATION GUIDE (11/118) 
6.	BROKEN HILL CITY COUNCIL REPORT NO. 192/19 - DATED OCTOBER 01, 2019 - ADOPTION OF DRAFT COMMUNICATION AND ENGAGEMENT STRATEGY (12/14)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 193/19 - DATED NOVEMBER 16, 2019 - DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION (13/163)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 194/19 - DATED OCTOBER 21, 2019 - ACQUISITION OF FEDERATION WAY (18/200)
9.	BROKEN HILL CITY COUNCIL REPORT NO. 195/19 - DATED NOVEMBER 11, 2019 - MAARI MA KNOWLEDGE AND HEALING CENTRE (11/161)
10.	BROKEN HILL CITY COUNCIL REPORT NO. 196/19 - DATED NOVEMBER 12, 2019 - MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 18 OCTOBER 2019 (13/19)

ORDINARY MEETING OF THE COUNCIL

November 15, 2019

## ITEM 1

## BROKEN HILL CITY COUNCIL REPORT NO. 188/19

## SUBJECT: CORRESPONDENCE REPORT - NATIONAL DISABILITY INSURANCE SCHEME 11/490

## **Recommendation**

- 1. That Broken Hill City Council Report No. 188/19 dated November 15, 2019, be received.
- That correspondence received from Federal Member for Parkes, The Hon Mark Coulton MP dated 25 October 2019 regarding the National Disability Insurance Scheme and forwarding a copy of correspondence from The Hon Stuart Robert MP, Minister for the National Disability Insurance Scheme dated 17 October 2019 be received and noted and referenced correspondence dated 14 August 2019 be received and noted.

## Report:

Council has received correspondence from the Federal Member for Parkes, The Hon Mark Coulton MP dated 25 October 2019 regarding the National Disability Insurance Scheme. Included with the correspondence was a copy of correspondence (received by the Federal Member in response to representations that he made on behalf of Council) from The Hon Stuart Robert MP, Minister for the National Disability Insurance Scheme dated 17 October 2019. See copies of correspondence attached to this report.

Also attached to the report is a copy of previous correspondence dated 14 August 2019 that is referenced in the Federal Member's correspondence dated 25 October 2019.

## **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

## Attachments

- 1. Correspondence from the Federal Member for Parkes dated 25 October 2019
- $\overline{\Gamma}$
- 2. Referenced correspondence from the Federal Member for Parkes dated 14 August
- <u>J</u> 2019

## JAMES RONCON

GENERAL MANAGER



The Hon Mark Coulton MP

ea/mc

Federal Member for Parkes

3 0 OCT 2019

25 October 2019

Mayor Darriea Turley Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

Dear Darriea

Further to my letter of 14 August, please find enclosed correspondence from the Minister for the National Disability Insurance Scheme and the Minister for Government Services, the Hon Stuart Robert MP.

As the Minister notes, a number of changes have recently been introduced to inject \$1.6 billion into the NDIS provider market. These changes, in addition to the revision of some regional centres geographic pricing arrangements, are intended to further encourage sustainable and innovative services which increase choice for participants.

With the recent reclassification of Broken Hill's geographic arrangements for planning and pricing purposes, providers can now access a remote loading of 40 per cent under the 2019-20 Price Guide and Support Catalogue.

I am of the understanding that local providers have been briefed on their eligibility to claim. Providers who are experiencing difficulties accessing this new loading are encouraged to liaise with the NDIA about their concerns; however, they are also more than welcome to contact my office for further assistance.

I was pleased to learn that the NDIS Quality and Safeguards Commission has updated its auditing guidelines, and that NDIA has recently began updating its system to ensure both participants and providers are not negatively impacted by plan reviews.

•.	Email mark.coulton.n	np@aph.gov.au	Website www.markcoulton.com.au		
	Dubbo Suite 3, 153 Brisbane Street Dubbo NSW 2830 ph 02 6882 0999	Moree 69 Heber Street Moree NSW 2400 <b>ph</b> 02 6751 1251	Broken Hill 275 Argent Street Broken Hill NSW 2880 ph 08 8087 7649		

I look forward to reviewing the recommendations of the NDIS Thin Market's Project, and welcome further discussion on Council's concerns following the release of Ernst & Young's final report.

In the meantime, I trust this information is of assistance.

Yours sincerely

.

.

Mark Coulton



## The Hon Stuart Robert MP Minister for the National Disability Insurance Scheme Minister for Government Services

Ref: MC19-002158

The Hon. Mark Coulton MP Minister for Regional Services, Decentralisation and Local Government Assistant Trade and Investment Minister Member for Parkes Shop 3, 153 Brisbane Street DUBBO NSW 2830

Dear Mighter out

Thank you for your representation of 14 August 2019 on behalf of Mayor Darriea Turley AM, Broken Hill City Council regarding the National Disability Insurance Scheme (NDIS).

The National Disability Insurance Agency (NDIA) reviews the NDIS Price Guide annually and I am pleased to advise that effective 1 July 2019 significant increases to price limits were published, including:

- general price increases and specific increases for therapists, attendant care and community
  participation;
- the introduction of a Temporary Transformation Payment;
- increases to remote and very remote loadings;
- updates to travel, non-face-to-face services and cancellation billing policies; and
- updates to Assistive Technology and Home Modifications.

The combination of these measures will inject an additional \$1.6 billion, including \$570 million from indexation, into the NDIS market in 2019-20 to encourage sustainable and innovative services that increase choice for participants.

A key finding from the Western Australia Market Review was the determination that the cost to deliver services to lower density populated areas is discouraging providers from delivering services in these areas. The NDIA amended the geographic classification arrangements effective 1 August 2019. Towns classified as 'regional' and completely surrounded by 'remote' or 'very remote' areas will be classified as 'remote' for planning and pricing purposes. This change applies to Broken Hill.

Parliament House Canberra ACT 2600 Australia

2

Providers in Broken Hill can now claim a price that is within the limit set by the Remote column in the NDIS Support Catalogue 2019-20. Loadings for remote areas were increased from 25 per cent to 40 per cent, effective from 1 July 2019. The Remote price limits are now generally 40 per cent higher than the price limits in regional areas.

From 5 September 2019 the NDIA commenced rolling out system enhancements including the automated extension of plans that expired in the past 28 days or are due to expire in the next seven days. The system will extend service bookings which are in place until the end of the participant's current plan. This allows participants to continue to receive services and providers can continue to claim for services while the participant prepares for a plan review.

For plans with periodic transport supports, or other plans that cannot be automatically extended, the old plan will be extended once the plan review has taken place and a new plan is approved. This will allow service bookings to be extended so providers can request payment under the participant's old plan for services they may have provided during the gap period.

With regard to audit costs, the NDIS Quality and Safeguard Commission has recently updated its audit guidelines to assist auditors in applying a proportionate approach to the cost of audits that reflects the size and scale of the organisation and the complexity of services delivered.

The updates to the audit guidelines target audits for individuals and small businesses delivering low-risk services and supports for NDIS participants. The updates have removed the requirement for annual monitoring audits during the three year registration period for those providers who, based on the types of supports they provide, would ordinarily only attract a verification audit but because they operate as companies, require full certification.

As Mayor Turley noted, the Commonwealth Department of Social Services (DSS) is working with the NDIA and Ernst and Young to consult with rural and remote areas about thin market challenges. This work is progressing with recommendations currently being developed.

DSS and the NDIA are also progressively publishing more data to encourage providers to enter or expand their businesses in the disability support market. DSS has released the NDIS Demand Map (<u>blcw.dss.gov.au/ndis-demand-map</u>) and has appointed 25 Regional Coordinators to help local organisations build sustainable businesses and grow their workforce (<u>blcw.dss.gov.au/explore/connect-with-your-regional-coordinator</u>).

I trust this information is of assistance to you and Mayor Turley.

Yours sincerely

Stuart Robert

17 OCT 2019



1 9 AUG 2019

ea/mc

## The Hon Mark Coulton MP

Federal Member for Parkes

14 August 2019

Mayor Darriea Turley Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

Dear Darriea

Further to my letter of 20 June, please find enclosed correspondence from the Minister for the National Disability Insurance Scheme, the Hon Stuart Robert MP, and Mr Andrew Whitecross, Group Manager of the Department of Social Services' NDIS Market Reform Team.

I understand that a copy of Mr Whitecross' letter was also sent to you on 16 May.

I can appreciate that the Minister's response is disappointing, and note that you have recently sent follow up correspondence to my office. I have forwarded this letter to Minister Robert, seeking further consideration of the points you have raised.

In the meantime, you may be interested to know that a key finding of this year's *Western Australia Market Review* was the determination that the costs associated with the delivery of services to lower density populated areas often discourages providers from delivering services in remote and very remote areas, which in effect, reduces choice for participants.

As part of its market stewardship role, the NDIA imposes price controls on some supports by limiting the prices that registered providers can charge. Price controls are required for some disability supports because the market for disability goods and services is not yet fully developed. They are also in place to ensure that participants receive value for money in the supports that they receive.

In response to the NDIA's *WA Market Review* findings, the NDIA has recently increased the remote and very remote loadings to support the ongoing delivery of NDIS support right across Australia. From 1 July, a remote loading of 40 per cent (increased from 20 per cent) and a very remote loading of 50 per cent (increased from 25 per cent) is now applied to price limits for participants who live in places that have been classified as 'remote' or 'very remote' on the Modified Monash Model (MMM). An example of how the 2019-20 Price Guide will apply the remote and very

Email	mark.coulton.mp@aph.gov.au	Website www.markcoulton.com.au		
Dubbo Suite 3, 153 Brisbane Stre Dubbo NSW 2830 ph 02 6882 0999	Moree           69 Heber Street           Moree NSW 2400           ph         02 6751 1251	<b>Broken Hill</b> 275 Argent Street Broken Hill NSW 2880 <b>ph</b> 08 8087 7649		

remote loadings to supports is detailed below:

Support	NT, SA, TAS, WA Non- Remote (MMM - 1-5)	NSW, ACT, QLD, VIC Non-Remote (MMM - 1-5)	National Non- Remote (MMM - 1-5)	National Remote (MMM-6)	National Very Remote (MMM-7)
Early Intervention - Physiotherapy	\$224.62	\$193.99	N/A	\$314.47	\$336.93
Plan Management Financial Administration	N/A	N/A	\$102.28	\$143.19	\$153.42

Furthermore, the NDIA has also amended its geographic arrangements so that towns classified as 'regional' on the MMM, but are completely surrounded by 'remote' or 'very remote' areas, will be classified as 'remote' for planning and pricing purposes.

From 3 August 2019, NDIA systems have been updated to accommodate this change, and providers will be able to backdate their claims for remote and very remote loadings to the point in time they received agreement from a participant to change their prices post-1 July 2019.

There are 38 locations benefitting from the geographical reclassification, including Broken Hill:

- WA: Kalgoorlie. Broadwood, Hannans, Karlkurla, Lamington, Mullingar, Piccadilly, Somerville, South Kalgoorlie, West Kalgoorlie, West Lamington, Williamstown, Kambalda West and Kambalda East
- NSW: Broken Hill, Hay and Balranald
- QLD: Roma, Blythdale, Euthulla, Orange Hill, Emerald, Blackwater, Dysart, Moranbah, Coppabella, Queenton, Charters Towers, Alabama Hill, Breddan, Broughton, Grand Secret, Millchester, Mosman Park, Richmond Hill, Southern Cross, Toll and Towers Hill.

I am pleased that Broken Hill has been recognised in this reclassification, and anticipate that these amendments will see some positive outcomes for local providers.

My office has made enquiries with the NDIA to confirm that providers in Broken Hill have been made aware of these changes; I will you on update on this matter, as the NDIA offers further advice.

I trust that this information is of assistance. I hope to provide you with further correspondence from Minister Robert in the near future.

Yours sincerely

Mark Coulton



## The Hon Stuart Robert MP Minister for the National Disability Insurance Scheme Minister for Government Services

Ref: MC19-004792

07 AUG 2019

The Hon Mark Coulton MP Minister for Regional Services, Decentralisation and Local Government Assistant Trade and Investment Minister Member for Parkes PO Box 443 BROKEN HILL NSW 2880

Dear Minister

Thank you for your representation of 20 June 2019 on behalf of Mayor Darriea Turley AM rcgarding funding for disability service providers in rural and remote communities. I sympathise with Mayor Turley's comments on the challenges faced by disability service providers in regional, rural and remote communities in transitioning to the National Disability Insurance Scheme (NDIS).

The Department of Social Services responded to Mayor Turley's correspondence on 16 May 2019. This response is enclosed for your reference. As noted in the response, the Australian Government is addressing the challenges for regional and remote areas in transitioning to the NDIS through developing options to support service provision in these areas and direct investment in provider capability through market development programs.

I understand departmental staff have been in contact with Silverlea's Chief Executive Officer, Ms Tenille Hawes, to discuss the process for submitting a project proposal that could be considered for 'one off' grant funding. A funding proposal from Silverlea has recently been received by the department, and is currently being assessed. Silverlea will be contacted shortly with the outcome of their funding proposal.

I trust this information is of assistance to you. If you would like to discuss this further, please do not hesitate to contact my office to arrange a suitable time.

Yours sincerely

Stuart Robert

Enc. Response to Mayor Turley of 16 May 2019

Parliament House Canberra ACT 2600 Australia



MC19-003320

Cr Darriea Turley AM PO Box 448 BROKEN HILL NSW 2880

Dear Cr Turley AM

Thank you for your letter of 4 April 2019 to the Prime Minister, the Hon Scott Morrison MP, regarding the impact of the National Disability Insurance Scheme in regional and remote communities. Your letter was referred to the Minister for Families and Social Services, the Hon Paul Fletcher MP, as this matter falls within his portfolio responsibilities. The Minister has passed your letter on to the Department for response.

As you are aware, an election has been called. As a result, the Australian Government has assumed a caretaker role. This will continue until the outcome of the election is known. During the caretaker period, the Department follows caretaker conventions which protect the apolitical nature of the public service and avoid the use of Commonwealth resources in a manner that might advantage a particular political party. I am therefore unable to comment on your recommendations around the future roll-out of the NDIS on behalf of the Government.

I note the Broken Hill City Council's resolution donating funding to support the continued operation of Silverlea Early Childhood Services Inc. and outlining the importance of this service to the Broken Hill community.

Departmental staff have been in contact with Silverlea's Chief Executive Officer, Ms Tenille Hawes, to discuss the process for submitting a project proposal that could be considered for 'one off' grant funding. If approved by the Minister, this arrangement will be finalised through a funding agreement.

I understand your concerns around the challenges for regional and remote areas in transitioning to the NDIS. Investments have been made in the development of NDIS provider and workforce capability through market development programs. For example, the \$45.6 million NDIS Jobs and Market Fund (JMF) aims to support the growth of the NDIS provider market and workforce to meet the needs of NDIS participants. Applications for Round 1 of the JMF are now closed. More information about further grant opportunities will become available through the Community Grants Hub website at <a href="https://www.communitygrants.gov.au">https://www.communitygrants.gov.au</a>.

GPO Box 9820 Canberra ACT 2601 Email • Facsimile • Telephone 1300 653 227 National Relay Service: TTY: 133 677. Speak and listen: 1300 555 727. Internet relay: www.relayservice.com.au www.dss.gov.au The Department and the National Disability Insurance Agency (NDIA) has also commissioned the NDIS Thin Markets Project to develop strategies to address supply gaps in NDIS 'thin markets', including supports for people in rural and remote areas. The Department is currently consulting with NDIS providers, peak bodies, participants and their carers about NDIS thin markets. I would encourage you to contribute to the thin markets consultation through making a written submission or providing a survey response at <u>https://engage.dss.gov.au/ndisthin-markets-project/</u>.

\$33 million has also been invested in the Boosting the Local Care Workforce (BLCW) Program to support business capability and grow the NDIS and aged care workforce. Key BLCW initiatives include:

- 25 Regional Coordinators who are working with existing local service providers and businesses entering the disability market to help them transition to the NDIS.
- Transition Assistance Funding (valued at up to \$20,000) for current and potential NDIS providers to support business capability and the transition to the NDIS.
- A website with information to help service providers identify NDIS market opportunities, and tools and resources to help them succeed in the NDIS. This includes the NDIS Demand Map which provides forecasts on the NDIS by postcode across Australia to better inform the market.

I understand a BLCW Regional Coordinator has contacted Silverlea to discuss NDIS transition supports. For more information about the BLCW Program visit the BLCW website at <u>https://blcw.dss.gov.au/</u>.

I trust this addresses your concerns and thank you for writing on this matter.

Yours sincerely

folow WW Ltecon

Andrew Whitecross Group Manager, NDIS Market Reform 16 May 2019

ORDINARY MEETING OF THE COUNCIL

October 30, 2019

# ITEM 2

# BROKEN HILL CITY COUNCIL REPORT NO. 205/19

# SUBJECT:CODE OF CONDUCT COMPLAINTS STATISTICS ANNUAL<br/>REPORT - 2018/201911/171

## **Recommendation**

- 1. That Broken Hill City Council Report No. 205/19 dated October 30, 2019, be received.
- That the Code of Conduct Complaints Statistics Annual Report for the Broken Hill City Council for the period of 1 September 2018 – 31 August 2019 be forwarded to the Office of Local Government.

## **Executive Summary:**

In accordance with the NSW Office of Local Government (NSW OLG) requirements, "At the end of each year, councils are required to report on the numbers of code of conduct complaints made about councillors and the general manager, how they were dealt with and how much it cost the council to deal with them. This will ensure that councillors are individually and collectively accountable to their communities for their conduct and performance".

The reporting period is from the 1 September 2018 - 31 August 2019.

## Report:

The NSW OLG requires that the General Manager "must appoint a member of staff or another person as the Complaints Coordinator and another as the alternate Complaints Coordinator. The Complaints Coordinator is responsible for the coordination of complaints management, liaison with and the provision of administrative support to conduct reviewers, liaison with the Office of Local Government and the reporting of code of conduct complaints statistics".

Part 11 of the "Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW" states "*The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year*".

Specifically clause 11.1 requires the following information:

- a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)
- b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period
- c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints
- d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period

- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and
- g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.

In accordance with the requirements, Broken Hill City Council provides the following statistics for the period of 1 September 2018 – 31 August 2019. A copy of this report will be forwarded to NSW OLG as well as submitted electronically via an excel spreadsheet represented below which has expanded information requirements.

The statistical collection form below is provided to Councils from the Office of Local Government for the purpose outlined in the "Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW."

OLG will publish this data in the Time Series Data publication and will include the data in the next iteration of the *Your Council* website (<u>https://www.olg.nsw.gov.au/public/my-local-council/yourcouncil-website</u>)

# The status of Code of Conduct investigations in the reporting period 1 September 2018 - 31 August 2019:

	а	The total number of complaints <b>received</b> in the period 18/19 about councillors and/or the General Manager (GM) under the code of conduct	2
	b	The total number of complaints <b>finalised</b> in the period 18/19 about councillors and/or the GM under the code of conduct	1
)ve	erview	of Complaints and Cost	
2	а	The number of complaints <b>finalised at the outset</b> by alternative means by the GM or Mayor	0
	b	The number of complaints <b>referred to the Office of Local</b> <b>Government</b> under a special complaints management arrangement	0
	с	The number of code of conduct complaints referred to a conduct reviewer	2
	d	The number of code of conduct complaints <b>finalised at preliminary</b> <b>assessment</b> by conduct reviewer	0
	е	The number of code of conduct complaints <b>referred back to GM or</b> <b>Mayor</b> for resolution after preliminary assessment by conduct reviewer	0
	f	The number of finalised code of conduct complaints <b>investigated by a conduct reviewer</b>	1
	g	The number of finalised code of conduct complaints <b>investigated by a conduct review committee</b>	0
	h	The number of finalised complaints investigated where there was found to be <b>no breach</b>	0
	i	The number of finalised complaints investigated where there was found to be <b>a breach</b>	1
	j	The number of complaints referred by the GM or Mayor <b>to another</b> <b>agency</b> or body such as the ICAC, the NSW Ombudsman, the Office or the Police	0
	k	The number of complaints being investigated that are <b>not yet finalised</b>	2
	I	The <b>total cost</b> of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	\$21,536

3	The number of complaints determined by the conduct reviewer at the prelimina assessment stage by each of the following actions:	ıry
	a To take no action	0
	b To resolve the complaint by alternative and appropriate strategies	0
	C To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	0
	d To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police	0
	e To investigate the matter	2
	f To recommend that the complaints coordinator convene a conduct review committee to investigate the matter	0
Inve	stigation Statistics	
4	The number of investigated complaints resulting in a determination that there we <b>breach</b> , in which the following recommendations were made:	as <b>no</b>
	a That the council revise its policies or procedures	0
	b That a person or persons undertake training or other education	0
5	The number of investigated complaints resulting in a determination that there we in which the following recommendations were made:	as a breach
	a That the council revise any of its policies or procedures	0
	b That the subject person undertake any training or other education relevant to the conduct giving rise to the breach	0
	C That the subject person be counselled for their conduct	0
	d That the subject person apologise to any person or organisation affected by the breach	0
	e That findings of inappropriate conduct be made public	0
	f In the case of a breach by the GM, that action be taken under the GM's contract for the breach	0
	g In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the <i>Local Government Act 1993</i>	1
	h In the case of a breach by a councillor, that the matter be referred to the Office for further action	2
6	Matter referred or resolved after commencement of an investigation under clause 8.20 of the Procedures and clause 7.20 of the new Procedures	0
7	The number of investigated complaints resulting in a determination that there w with respect to each of the following categories of conduct:	as a breach
	a General conduct (Part 3)	0
	b Conflict of interest (FMCC Part 4) and Non-pecuniary conflict of interest (NMCC Part 5)	0
	C Personal benefit (FMCC Part 5 / NMCC Part 6)	0
	d Relationship between council officials (FMCC Part 6 / NMCC Part 7)	0
	e Access to information and resources (FMCC Part 7 / NMCC Part 8)	2
Out	ome of Determinations	
8	The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers	2
9	recommendation The number of investigated complaints resulting in a determination that there	

# **Strategic Direction:**

Key Direction:	4.	Our Leadership
Objective:	4.1	Openness and transparency of decision making
Strategy:	4.1.1.	Support the organization to operate its legal framework

# **Relevant Legislation:**

Local Government Act 1993, Section 440 Codes of Conduct.

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.

# **Financial Implications:**

Costs associated with Code of Conduct complaints are provided for in Council's Operational Plan for the relevant year.

# Attachments

There are no attachments for this report

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER

# ORDINARY MEETING OF THE COUNCIL

October 30, 2019

# BROKEN HILL CITY COUNCIL REPORT NO. 189/19

 SUBJECT:
 DRAFT 2018/2019 ANNUAL REPORT
 18/132

# **Recommendation**

- 1. That Broken Hill City Council Report No. 189/19 dated October 30, 2019, be received.
- That the Draft 2018/2019 Annual Report, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements and audited Annual Financial Statements, for the reporting period 1 July 2018 to 30 June 2019, be adopted.
- That the Draft 2018/2019 Annual Report, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements and audited Annual Financial Statements for the reporting period 1 July 2018 to 30 June 2019, be posted on Council's website.
- 4. That Council's web link of 2018/2019 Annual Report, inclusive of Delivery Program Achievements, Disability Inclusion Action Achievements and audited Annual Financial Statements for the reporting period 1 July 2018 to 30 June 2019, be provided to the Minister via the Office of Local Government and Minister for Disability Services, by 30 November 2019.

## **Executive Summary:**

The purpose of this report is to present the Draft 2018/2019 Annual Report for Council adoption. The Draft 2018/2019 Annual Report includes one appendix being the Audited Annual Financial Statements for the reporting period 1 July 2018 to 30 June 2019.

## Report:

In accordance with the NSW Office of Local Government's Integrated Planning and Reporting Framework, Council is required to prepare a number of documents to facilitate integration of long-term planning and implementation of Council activities. Core documents include the Community Strategic Plan, the four (4) year Delivery Program, the Annual Operational Plan and the Annual Report.

Section 428 (1) of the *Local Government Act 1993*, requires Councils to prepare an annual report within five (5) months of the end of the financial year.

The Annual Report is Council's report to the community and reports on Council's achievements in implementing its Delivery Program and Disability Inclusion Action Plan; and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities were directed during the preceding year.

The Draft Annual Report 2018/2019 is required to be available to the Minister and public by 30 November 2019.

The report will be available to the public via Council's website following adoption by Council.

# **Strategic Direction:**

Key Direction:	4.	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate in its legal framework

# **Relevant Legislation:**

The Integrated Planning and Reporting Framework requires each NSW Council to integrate all of their plans together with the objective of delivering service for the community through streamlining council operations to ensure optimal use of resources.

Section 428 of the Local Government Act 1993 states:

- (1) Within 5 months after the end of each year, a council must prepare a report (its **"annual report"**) for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.
- (2) The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.
- (3) An annual report must be prepared in accordance with the guidelines under section 406.
- (4) An annual report must contain the following:
  - a. a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the Department, as in force from time to time,
  - b. such other information as the regulations or the guidelines under section 406 may require.
- (5) A copy of the council's annual report must be posted on the council's website and provided to the Minister and such other persons and bodies as the regulations may require. A copy of a council's annual report may be provided to the Minister by notifying the Minister of the appropriate URL link to access the report on the council's website.

# Financial Implications:

There are no direct financial implications arising from the adoption of the 2018/2019 Annual Report however, the Annual Report contains summaries of financial information that was adopted by Council in the 2018/2019 financial year.

The 2018/2019 Annual Report contains the 2018/2019 Audited Annual Financial Statements.

## Attachments

- 1. Draft Annual Report 2018/2019 inclusive of 2018/2019 Audited Financial
- Statements
- 2. 2018/2019 Audited Financial Statements
- Û

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER ttttttt



V.



AUSTRALIA'S FIRST HERITAGE LISTED CITY



QUALITY CONTROL		
EDRMS REFERENCES	D19/45807 – 18/132	
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.1 Openness and Transparent	cy in Decision Making
FUNCTION	Corporate Support	
STRATEGY	4.1.1.15 Annual Report is prepa Guidelines	ared in accordance with IP&R
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	July 2020	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	<u>council@brokenhill.nsw.gov.au</u>	1
DATE	ACTION	MINUTE NO.
27 November 2019	Adopted	
NOTES	Front Cover Image: 2019 Herit Highlights Town Hall Façade Images sourced from Council' © Copyright Broken Hill City Co	s Image Library
	Broken Hill 2033 Community Str Delivery Program/Operational ending 30 June 2019 Disability Inclusion Action Plan ending 30 June 2019 Audited Financial Statements	Plan KPI Report for the period KPI Report for the period

We acknowledge the traditional owners of the land on which we live and work; and pay our respects to their elders - past, present and emerging.

# TABLE OF CONTENTS

TABLE OF CONTENTS
ABOUT THE CITY
MESSAGE FROM THE MAYOR and GENERAL MANAGER5
THE ELECTED COUNCIL
OUR EXECUTIVE LEADERSHIP TEAM
OUR ORGANISATIONAL STRUCTURE
HOW TO READ THE ANNUAL REPORT
SECTION 1: REPORTING ON OUR PROGRESS
ACHIEVEMENTS IN OUR COMMUNITY
ACHIEVEMENTS IN OUR ECONOMY
ACHIEVEMENTS IN OUR ENVIRONMENT
ACHIEVEMENTS IN OUR LEADERSHIP
ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN
FOCUS AREA 1: ATTITUDES AND BEHAVIOURS
FOCUS AREA 2: LIVEABLE COMMUNITIES
FOCUS AREA 3: SYSTEMS AND PROCESS
FOCUS AREA 4: EMPLOYMENT
SECTION 2: STATUTORY REQUIREMENTS
DOING BUSINESS WITH COUNCIL
COUNCIL CONTACT DIRECTORY
SECTION 3: FINANCIAL STATEMENTS 2018/2019

DRAFT Annual Report 2018/2019

Page 3 of 64

"When you think of regional Australia, when you think of mining, when you think of the ethos of Australia, you think of Broken Hill"



# ABOUT THE CITY

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.

POPULATION	
2018	*17,734
2017	**17,873
2011	18,517
2006	19,363

\* ABS Estimated Resident Population 2018 \*\* ABS Estimated Resident Population 2017

TOTAL WORKFORCE	
Census Population 2016	7,568
Female population	51.3%
Male population	48.7%
Source: profile id com	211

INDUSTRY	\$(M)	JOBS
Mining, Construction, Manufacturing	\$254.7	1,247
Household Services*	\$208.8	2,462
Tourism	\$48.1	548
Retail Trades	\$61.5	735
Public Administration and Safety	\$55.9	431
*Household Services'	refers to	

Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services

Source: profile.id.com.au

DRAFT Annual Report 2018/2019

Page 4 of 64

# MESSAGE FROM THE MAYOR AND GENERAL MANAGER

The 2018/19 financial year was a celebration of the old and the new for Council and Broken Hill.

In early July 2018 we saw the City's Civic Centre reopened for public use after a lengthy renovation process.

While it's no secret that the project hit a number of hurdles along the way, the finished product was arguably worth the wait and has attracted 103 bookings since reopening.

Another of the City's old favourites that was given a new lease of life was Patton Park, with the facility receiving a \$700,000 facelift with assistance from the State and Federal Governments.

The upgrade includes a new playground with a rocket feature, along with new paths, barbecues, shelters, accessible toilets and amenities.

Council also rolled out new technology in Patton Park and other centres around the City in the form of CCTV, lighting powered by renewable energy and solar 'smart bins' that compact trash to increase efficiency.

This focus on smart technology extended to Council's online presence, with a new website launched utilising the industry leading OpenCities platform.

The new website is easy to use, mobile-device friendly and disability compliant, ensuring people of all abilities can communicate with Council.

Council also made significant infrastructure upgrades around the City, including a \$1.1 million major reconstruction of Oxide Street and the construction of a new parking area for caravans and RVs across from our Visitor Information Centre.

While it would be easy to simply focus on the things we achieved in 2018/19, we would also like to make note of what we're planning for the year ahead.

Although the City still has an inordinate reliance on mine rates, the positive outlook of the local mining industry combined with the likelihood of mining operations continuing until 2030, has seen Council decide to end the annual 1% transfer of mine rates onto the residential sector, for its current tenure.

Council has also committed to reversing the decline in footpaths and will begin upgrading footpaths around 'high priority' areas such as schools, aged care centres, health services and the City's Central Business District.

There are also a number of other important projects on the horizon such as the upgrade of the Sturt Park play equipment, the sealing of Brown Street, the revamp of Queen Elizabeth Park (including the relocation of the picnic train), security and lighting upgrades for our airport and many more.

In the meantime, we encourage everyone to note the positive outcomes outlined in this year's annual report and share in this Council's positive outlook for our City's future.

Mayor Darriea Turley AM

General Manager James Roncon

DRAFT Annual Report 2018/2019

Page 5 of 64

# THE ELECTED COUNCIL

# **Mayor and Councillors**

(September 2016 to September 2020)

At the Broken Hill City Council Local Government Election held on 10 September 2016, the below Councillors were elected to represent Broken Hill for the Council four-year term, which will conclude in September 2020.



- Councillor Gallagher was elected as Deputy Mayor from September 2016 to September 2017.
- Councillor Browne was elected as Deputy Mayor from September 2017 to September 2018.
- Councillor Browne was elected as Deputy Mayor from September 2018 to September 2019.

DRAFT Annual Report 2018/2019

Page 6 of 64

# **Council Meetings and Committees**

Council conducts its business on a monthly basis at open and publicly advertised meetings. At times, Council matters may be classed as confidential and will be conducted as such. Additional Council meetings may be held throughout the year to consider specific matters.

During 2018/19 there were 11 Ordinary and three Extraordinary Council meetings held. Councillors also attended 33 workshops and briefings during this period. Attendance was as follows:

Councillor	Meetings	Workshops / Briefings
Mayor Turley	13	28
Councillor Adams	14	30
Councillor Algate	11	0
Councillor Browne	14	29
Councillor Clarke	13	24
Councillor Gallagher	11	20
Councillor Kennedy	14	12
Councillor Licul	13	26
Councillor Nolan	11	9
Councillor Page	12	11

Each September, Council delegations are adopted and Councillors are assigned to specific Committees.

The 2018/19 delegations were adopted 26 September 2018, Minute No. 45908 as follows:

COUNCIL \$355 COMMITTEES	
Committee Name	Delegates
Community Strategic Plan Round Table	
Mayor	
3 x Key Direction Portfolio Councillors and Alternates	
<u>Our Leadership</u>	<u>Our Leadership</u>
1 x Councillor	Councillor Adams (Chairperson)
1 x Alternate	Councillor Gallagher (Alternate)
<u>Our Community</u>	<u>Our Community</u>
1 x Councillor	Councillor Kennedy (Chairperson)
1 x Alternate	Councillor Page (Alternate)
Our Economy	Our Economy
1 x Councillor	Councillor Licul (Chairperson)
1 x Alternate	Councillor Nolan (Alternate)
Our Environment	Our Environment
1 x Councillor	Deputy Mayor Browne (Chairperson)
1 x Alternate	Councillor Clark (Alternate)

DRAFT Annual Report 2018/2019

Page 7 of 64

COUNCIL \$355 COMMITTEES	
Committee Name	Delegates
Alma Oval Community Committee	Councillor Algate
At least 1 x Councillor	Councillor Gallagher
Broken Hill Heritage Committee	Mayor Turley
5 x Councillors	Deputy Mayor Browne
	Councillor Adams
	Councillor Clark
Proton Hill Denional Art Callen, Advison, Committee	Councillor Page
Broken Hill Regional Art Gallery Advisory Committee	Councillor Page
3 x Councillors	Councillor Licul
	Councillor Clark
BIU Band Hall Community Committee	Councillor Licul
At least 1 x Councillor	
E.T. Lamb Memorial Oval Community Committee	Councillor Gallagher
At least 1 x Councillor	
Friends of the Flora and Fauna of the Barrier Ranges	Deputy Mayor Browne
Community Committee	
At least 1 x Councillor	
Memorial Oval Community Committee	Councillor Gallagher
At least 1 x Councillor	
Norm Fox Sportsground Community Committee	Councillor Algate
At least 1 x Councillor	Councillor Gallagher
	Councillor Adams
Picton Sportsground Community Committee	
At least 1 x Councillor	Councillor Licul
Riddiford Arboretum Community Committee	Deputy Mayor Browne
At least 1 x Councillor	
OTHER COMMITTEES	
Committee Name	Delegates
Association of Mining Related Councils	Delegates Councillor Nolan
Association of Mining Related Councils 1 x Councillor	Councillor Nolan Councillor Page (Alternate)
Association of Mining Related Councils	Councillor Nolan
Association of Mining Related Councils 1 x Councillor	Councillor Nolan Councillor Page (Alternate)
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate)
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate)	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate)
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate)	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Licul
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Sallagher Deputy Mayor Browne Councillor Licul Councillor Algate
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Gallagher Councillor Algate Councillor Adams
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Sallagher Deputy Mayor Browne Councillor Licul Councillor Algate
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Gallagher Councillor Algate Councillor Adams
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Gallagher Councillor Algate Councillor Adams Councillor Clark
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Algate Councillor Adams Councillor Clark Deputy Mayor Browne
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor Broken Hill Liquor Accord	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Gallagher Councillor Algate Councillor Adams Councillor Clark
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor Broken Hill Liquor Accord 1 x Councillor	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Algate Councillor Algate Councillor Clark Deputy Mayor Browne Councillor Clark
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor Broken Hill Liquor Accord 1 x Councillor Broken Hill Traffic Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Algate Councillor Adams Councillor Clark Deputy Mayor Browne
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor Broken Hill Liquor Accord 1 x Councillor Broken Hill Traffic Committee 1 x Councillor (observer only)	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Algate Councillor Algate Councillor Clark Deputy Mayor Browne Councillor Gallagher Deputy Mayor Browne
Association of Mining Related Councils 1 x Councillor Australia Day Advisory Group 4 x Councillors Australian Floodplains Association Mayor + Alternate Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate) Audit, Risk & Improvement Committee 2 x Councillors Asset Naming Committee 5 x Councillors Broken Hill Lead Reference Group 1 x Councillor Broken Hill Liquor Accord 1 x Councillor Broken Hill Traffic Committee	Councillor Nolan Councillor Page (Alternate) Deputy Mayor Browne Councillor Gallagher Councillor Adams Councillor Kennedy Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Deputy Mayor Browne (Alternate) Mayor Turley Councillor Nolan Councillor Gallagher Deputy Mayor Browne Councillor Algate Councillor Adams Councillor Clark Deputy Mayor Browne Councillor Gallagher

DRAFT Annual Report 2018/2019

Page 8 of 64

OTHER COMMITTEES	
Committee Name	Delegates
City Improvement Working Group	Mayor Turley
Mayor + 2-3 Councillors	Deputy Mayor Browne
,	Councillor Licul
	Councillor Adams
Community Assistance Grants Panel	Councillor Gallagher
Mayor, 1 x Councillor and Our Community Portfolio	Councillor Clark
Councillor	Councillor Kennedy (Our Community
	Portfolio Councillor)
Disability Inclusion Action Plan Working Group	Mayor Turley
2 x Councillors	Councillor Adams
Essential Water Customer Council	Deputy Mayor Browne
1 x Councillor	
General Manager's Performance Review Committee	Mayor Turley
Mayor, Deputy Mayor and 3 x Councillors	Deputy Mayor Browne
	Councillor Gallagher
	Councillor Adams
	Councillor Kennedy
Library and Cultural Precinct Project Steering Group	Mayor Turley
Mayor and Deputy Mayor	Deputy Mayor Browne
Murray Darling Association	Deputy Mayor Browne
2 x Councillors	Councillor Page
Reconciliation Action Plan (RAP)	Mayor Turley
3 x Councillors	Deputy Mayor Browne
	Councillor Adams
Silverton Wind Farm Community Consultative	Deputy Mayor Browne
Committee	Councillor Nolan (Alternate)
1 x Councillor	
Sister City Working Group	Councillor Adams
3 x Councillors	Councillor Gallagher
	Councillor Nolan
Tidy Towns Working Group	Councillor Adams
2 x Councillors	Deputy Mayor Browne
Western Division Councils	Mayor Turley
2 x Councillors	Councillor Gallagher
Western NSW Mining and Resource Development	Mayor Turley
Taskforce	
Mayor	
Volunteer Working Group	Deputy Mayor Browne
4 x Councillors	Councillor Page
	Councillor Adams
	Councillor Licul

DRAFT Annual Report 2018/2019

Page 9 of 64

# OUR EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team (ELT) provides clear and consistent leadership and decision making, which supports the delivery of the strategic priorities and direction of the operational business for the City. This team is led by the General Manager and includes a Chief Financial Officer, Chief Operations Officer, Director Corporate and Manager Communications.

ELT members include:



JAMES RONCON General Manager



JAY NANKIVELL Chief Financial Officer



**ANTHONY MISAGH** Chief Operations Officer



**RAZIJA NU'MAN** Director Corporate

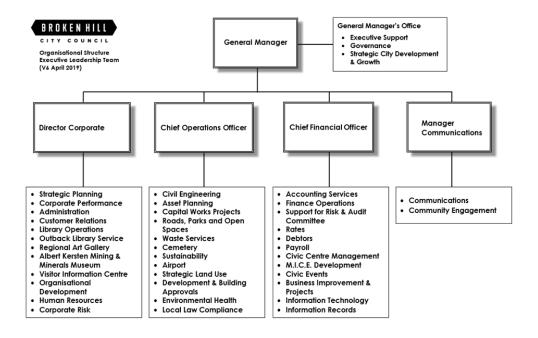


DARRIN MANUEL Manager Communications

DRAFT Annual Report 2018/2019

Page 10 of 64

# OUR ORGANISATIONAL STRUCTURE



DRAFT Annual Report 2018/2019

Page 11 of 64

# HOW TO READ THE ANNUAL REPORT

# FOLLOWING OUR PROGRESS

This Annual Report is divided into three sections:

## SECTION 1: REPORTING OUR PROGRESS

This section provides an outline of Council's progress against the actions set out in the Delivery Program 2017-2021. Like the Delivery Program, it is structured around four Key Directions, as identified in the Community Strategic Plan 2033. Under each Key Direction is a summary of key achievements and strategic outcomes delivered in 2018/19, relevant to that objective.

#### KEY DIRECTION 1 – OUR COMMUNITY

We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle.

#### **KEY DIRECTION 2 – OUR ECONOMY**

We are accustomed to tackling our problems for real; our willingness to create change and diversify makes us resilient, securing our long term economic prosperity and paving the way for other communities to follow.

### **KEY DIRECTION 3 – OUR ENVIRONMENT**

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community.

#### **KEY DIRECTION 4 – OUR LEADERSHIP**

We have strong civic and community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history.

# **DISABILITY INCLUSION ACTION PLAN PROGRESS**

Broken Hill City Council's Disability Inclusion Action Plan 2017-2021 outlines Council's commitment to improving opportunities for people with a disability of all ages to access the full range of services and activities available in the community. Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community.'

Under this heading is a summary of key achievements and strategic outcomes implemented in 2018/19.

# SECTION 2: STATUTORY REPORTING REQUIREMENTS

This section includes reporting requirements prescribed by the Local Government (General) Regulation 2005, including (but not limited to) a summary of Council's legal proceedings; details of contracts awarded by Council; financial assistance contributions to the community; written off rates and charges; and information relating to the Government Information (Public Access) Act 2009 NSW.

# SECTION 3: FINANCIAL STATEMENTS

This section includes general purpose financial statements for the financial year ending 30 June 2019, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

DRAFT Annual Report 2018/2019

Page 12 of 64

# SECTION 1: REPORTING ON OUR PROGRESS

### **Integrated Planning and Reporting**

#### A framework for strategic and sustainable local government

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This Framework was introduced by the NSW Government to facilitate a strong and sustainable local government system by ensuring all local councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources.

The IP&R Framework encourages councils to view their various plans holistically to understand how they relate to each other and in doing so, leverage maximum results.

Ultimately, it aims to provide greater accountability and transparency in local government, by strengthening councils' strategic focus, streamlining reporting processes and making it easier for the community to understand and track councils' progress on identified priorities.

The key documents included in the IP&R Framework and an overview of their functions, is provided below.

# Community Strategic Plan

This is the highest-level plan that a council will have and is prepared for a minimum period of 10 years.

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It should be developed and delivered as a partnership between the council, state agencies, community groups and individuals and should address a broad range of issues that are relevant to the whole community.

# **Resourcing Strategy**

This strategy addresses the resources – time, money, assets and people – required to deliver the long-term community aspirations expressed in the Community Strategic Plan, it comprises three elements: long term financial planning; workforce management planning; and asset management planning.

# **Delivery Program**

This is a statement of commitment to the community by each newly elected council outlining its priorities for achieving the community's long-term goals (as identified in the Community Strategic Plan) during its four-year term of office.

# **Operational Plan**

Supporting the Delivery Program is an annual Operational Plan. It spells out the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

# **Annual Report**

The Annual Report focuses on Council's implementation of the Delivery Program and Operation Plan to help the community understand how Council has been performing both as a business entity and a community leader.

DRAFT Annual Report 2018/2019

Page 13 of 64

# KEY DIRECTION 1 - OUR COMMUNITY

We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle.



# ACHIEVEMENTS IN OUR COMMUNITY

#### People in our community are in safe hands

#### PATTON PARK

Upgrades to Patton Park were completed and officially opened on 20 June 2019. The project was made possible thanks to a grant of \$665,000 through the NSW Government's Stronger Country Communities fund and \$100,000 through the Broken Hill Environmental Lead Program.



The upgrade included a new playground with a rocket feature, along with new paths, barbecues, shelters, accessible toilets and amenities, CCTV and smart lighting powered by renewable energy.

### **OXIDE STREET RECONSTRUCTION**

Road works were undertaken to Oxide Street, from Crystal Street through to Wolfram Street, to upgrade the road and roundabout; removing large cracks and potholes and laying of asphalt as part of the \$1.1M upgrade. This project received Federal

Government funding to the value of \$972,597.



DRAFT Annual Report 2018/2019

Page 14 of 64

#### HEALTH ADMINISTRATION AND INSPECTIONS

Council carried out 98 routine food business assessments of fixed, high and medium risk food businesses; 14 temporary food stall assessments; and one mobile food vehicle assessment during 2018/19.

There were six complaints relating to food that were investigated by Council's Environmental Health Officer. No foodborne illnesses were reported to Council during 2018/19.

#### FOOD BUSINESS ASSESSMENT OUTCOMES

A range of enforcement actions taken between complaint investigation and food businesses receiving No Grade during their routine food assessment included:

- Re-inspections = 15
- Warning Letters = 9
- Improvement Notices = 1
- PINs (Penalty Infringement Notices) = 2
- Prohibition Orders = 0

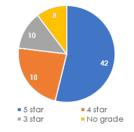
Inspections of registered premises including food premises, public swimming pools, skin penetration, caravan parks, boarding houses, cooling towers and mortuaries and crematoriums will continue in 2019/2020.

#### SCORES ON DOORS PROGRAM

The Scores on Doors program offers participating businesses in Broken Hill a great opportunity to show customers just how seriously they take food hygiene and the results they have achieved by displaying a rating certificate on their shop front door.

Of the 98 food businesses assessed, 78 food businesses were awarded Scores on Doors certificates for their star rating. Not all food businesses that require a food business assessment are eligible to participate in the Scores on Doors Program.

The graph below depicts the assessment scores achieved for the 78 fixed food businesses:



# I'M ALERT FOOD SAFETY – TRAINING FOR FOOD HANDLERS

I'M ALERT Food Safety is a free online food safety training program sponsored by Broken Hill City Council. The program enables a consistent and efficient delivery of Food Safety Training.

Twenty-four local food handlers completed the course during 2018/19 and seventyseven returning users used I'M ALERT for refresher training.

There is no legal obligation for food businesses to enrol and complete I'M ALERT Food Safety Training however, food businesses have a legal obligation to ensure that food handlers are trained in Food Safety. Therefore, I'M ALERT is an ideal platform to comply with this legal obligation and it is free.

#### SMART CITIES

Council was shortlisted for the 2019 Smart Cities Awards, recognising achievement in the development, technological advancement and interconnection of Australian cities.

The awards, were part of the Smart Cities 2019 Conference, highlighting the brightest ideas and talent within the development and enhancement of Australian cities and showcased the exciting work currently being undertaken across the sector.

The six award categories are Smart City of the Year – Metropolitan, Smart City of the year – Regional, Best Integration of an Individual Technology, Smart Innovator of the Year, Young Smart Innovator of the Year and Best Residential Innovation.

Council was recognised in the regional section (Under 100,000 residents).



Council's City Growth Coordinator, Anne Andrews with the Smart Cities Finalist acknowledgment

DRAFT Annual Report 2018/2019

Page 15 of 64

#### Our community works together

#### AUSTRALIA DAY AWARDS

The 2019 Australia Day Awards were held on 26 January at the Broken Hill Civic Centre. The morning kicked off with a BBQ Breakfast, Welcome to Country and flag raising before those in attendance made their way into the June Bronhill Auditorium for the presentation of the Australia Day Awards. The Awards recognise residents who have made a significant contribution to the Broken Hill community.



Mayor Darriea Turley AM with Australia Day Award recipients William (Tony) Hiscox, Pamela Clarke, John Wren and Zahli Finch – absent Hannah and Stacey Evers

- 2019 Australia Day award recipients:
- Citizen of the Year: John Wren
- Senior Citizen of the Year: Pamela Clarke and William (Tony) Hiscox
- Young Citizen of the Year: Hannah Evers
- Youth Encouragement Award: Zahli Finch
- Citizenship Award: Stacey Evers

**Citizen of the Year** was awarded to **John Wren**, with the community attending rising to their feet in a standing ovation. John is synonymous with the film history in our City and his generosity has shown during decades of hosting fundraiser film nights.

#### Other activities in the City included:

- Free entry to the Living Desert and Sculptures, Broken Hill Regional Art Gallery and the Albert Kersten Mining and Minerals Museum;
- Free entry at the Regional Aquatic Centre;
- Free aqua fitness and the slide, giant and mini inflatables and jumping castle were available; and an
- Afternoon tea Q & A session with Australia Day Ambassador Andy Paschalidis.

DRAFT Annual Report 2018/2019

#### **VOLUNTEER AWARDS**

2018/19 saw two rounds of the Broken Hill Volunteer Awards held. This was to bring the awards program more in line with State and National programs.

There were 38 nominations received for the 2018 Broken Hill Volunteers Awards, including 18 in the newly introduced Peoples Choice category. The category was introduced to recognise a volunteer who has made a significant contribution to someone's life in the preceding 12 months.

The official event was well attended on 5 September at the newly refurbished Broken Hill Civic Centre and a number of organisations assisted Council in celebrating the City's volunteers.

Sponsors for the evening included the Barrier Social Democratic Club, YMCA, Perilya Broken Hill Limited, Foundation Broken Hill, W2BH, Award Picture Frames, Bell's Milk Bar and Fast Print Studio.

#### Award recipients were:

- People's Choice
- Colin Fenton
- Community Award - Organisation Winner: Rotary Club
  - of Broken Hill South
- Individual Winner: Charmaine Collins
- Friends of the Flora and Fauna of the Barrier Ranges
- Youth Award
- Zahli Finch
- Sporting Award
   Denis Watts
- Cultural Award
   Marilyn Harris
- Tourism Award
   Broken Hill Heritage Walk Tour Group
- Event Award
   Broken Hill Heritage Festival
- Nydia Edes Hall of Fame Recipient
   Denis Watts

Page 16 of 64

Denis Watts was recognised for the Nydia Edes Hall of Fame for 2018 for his longstanding commitment to the community through his involvement in several community organisations.



Margot White with Denis Watts

Many people in Broken Hill will associate with the sporting codes of cricket, AFL and the earlier years of Rugby League.

Denis Watts was elected to the position of Secretary of the Barrier District Cricket League in 1994 and has held this position since. Throughout his time on the board he has been involved in the amalgamation of the Barrier District Cricket League and the Mines Cricket Association as well as the transfer of the NBHC Oval turf wicket to the Jubilee Oval in 2002.

Denis was awarded life membership of the Barrier District Cricket League in 1993. In 2015 the League decided to strike a medal to be awarded to the A Grade Cricketer of the Year – this medal is called the Denis Watts Medal.

Denis is a member of the Outback Emus Club and has been an office bearer in the roles of minute secretary and now secretary since 1994. He was awarded life membership in 2001.

He has been secretary of the North Broken Hill Cricket Club since 1988, also being awarded life membership in1998.

Denis is also very passionate about the North Football Club, serving as a director for 25 years. He was awarded life membership in 2003 and selected Top Dog in 2013.

In 2015 he was awarded life membership of the Broken Hill Football League.

Denis has been secretary of the Norm Fox Sporting Complex, previously the Turf Oval Management Committee since 1992. The **second round** of the **Volunteer Awards** program saw the nomination period shortened to a 4-week period during April and May 2019. This saw 13 nominations received.

The official event, **The Celebration of Volunteering** was held on 21 May 2019 at the Broken Hill Civic Centre. This event provided a newer format with an afternoon event being staged, that included a performance by young local Bowden McAllister. Those in attendance were also treated to a high tea, being looked after by a team of Council staff.



Volunteer Award Recipients

#### Award recipients were:

- Community Award
  - Broken Hill Breast Cancer Support Group Fundraising Committee
- Environment Award
  - Dean Fletcher
- Health and Social Services
  - Broken Hill Tele-cross Red Cross
- Event Award
  - Johns Bros Joyland Open Day
- Cultural Award
  - Organisation Winner: Broken Hill Regional Art Gallery Volunteers
  - Joint Individual Winners: Gary Cherry and Paul Adams

DRAFT Annual Report 2018/2019

Page 17 of 64

#### Our history, culture and diversity is embraced and celebrated

#### CHRISTMAS PAGEANT

The 2018 Christmas Pageant had fifty-five floats participate, the most in a number of years.

Floats entered were from a wide range of businesses and organisations, including an entry from interstate.

The After Party in Sturt Park was well attended with an estimated crowd of 2,000 people. The crowd dispersed early due to an incoming dust storm and rain.

The After Party once again preceded the Perfect Light Film Festival.



2018 Christmas Pageant participants

#### **Christmas Pageant Float Awards:**

- Silver City Swim Club
- Most Creative Community Group
   Quota Club of Broken Hill
- Most Creative Business
   Vertex Power and Process
- Best School Float

   Rainbow Preschool Broken Hill
- Best Sound

   Barrier Industrial Unions Band
- Best Themed Group/Float
   3rd Broken Hill Sea Scouts
- Best Christmas Spirit

   Silver City Dance Academy

#### NEW YEAR'S EVE (NYE)

The 2018 NYE Celebration was extremely well attended in its second year. Despite temperatures still sitting at 38 degrees, a large number of the community were at the event from the start.

The crowd built steadily with an estimated 1,000 people attending for the 9:15pm fireworks.

The children's activities were well received with staff receiving very positive feedback about the event.



2018 New Year's Eve celebration in Sturt Park

#### CIVIC BALL

The 2018 Civic Ball was the first official event held at the newly refurbished Civic Centre, before a crowd of over 350 people.

On 24 August 2018, Mayor Darriea Turley AM received eight young ladies and their squires.

The debutantes and their squires completed three dances, starting with the Pride of Erin, a contemporary Cha Cha choreographed specifically for the 2018 Civic Ball and a traditional waltz with their parent.

They were instructed this year by volunteer dance instructors Zac Murray, Gemma Murray and Willow Pascoe; all three young people were participants in the previous year's Ball.

DRAFT Annual Report 2018/2019

Page 18 of 64



Mayor Darriea Turley AM with the 2018 Debutantes and Squires

The Debutantes and Squires for 2018 were:

- Georgia Liddell and Ewan Tavian
- Madison White and Izaak Ferguson
- Babette Selena-Rose Cruickshank
   and Seth Simmons
- Paige Berryman and Blake Gebhardt
- Helga Oladottir and Kane Lance
- Freyah Coff and Alex Gray
- Kiara Pressler and Rohan Cutting
- Grace Kennedy and Jett Mercer

#### RALPH O'CONNOR NEGATIVES CONSERVATION

In October 2018 Broken Hill Outback Archives was successful in obtaining grant funding through the Community Heritage Grant Scheme. The grant is to undertake a project to preserve one of its largest collections.

The Ralph O'Connor Negative Collection consists of around 500,000 individual negatives and slides spanning approximately 40 years of Broken Hill's History. Ralph O'Connor was a prominent photographer in Broken Hill taking photographs for Newspaper Publications, as well as social occasions such as family photographs, Balls and Cabarets, Weddings, Sporting Events, Businesses etc.

This collection was identified as highly significant in the Archives 'Significant Assessment' report, as well as the 'Preservation Needs' Assessment, as a priority to preserve and conserve this collection. The collection was showing signs of active deterioration with negatives changing colour to pink. If conservation work was not commenced this collection would continue to deteriorate and therefore be unable to be digitised later.

The Grant Funding was used for Conservators to assess the collection and train staff and volunteers how to package the collection using the Critical Moister Indicator Method (CMI). This method stops the deterioration of the negative immediately and can be thawed to be digitised at a later time as and when required.

Staff and Volunteers have been rehousing individual negatives into archival enclosures as per the CMI Method. The aim was to rehouse and fill three freezers. To date we have one freezer complete with a total number of 22,744 negatives frozen.



Cold Storage packets ready for freezing

The aim of this project is to preserve approximately 70,000 negatives from this collection and acquit the grant before November 2019.

Work will continue on preserving the rest of the collection as well as other collections.

# DIGITISATION OF ART AND MINERAL COLLECTION

The grant-funded Digitisation Project of the Art Gallery and Albert Kersten Museum collections (through CreateNSW) got underway in late 2018 with the appointment of the Collection Project Manager who commenced work in October.

DRAFT Annual Report 2018/2019

Page 19 of 64

Early tasks included the procurement of camera equipment, setting up a studio space in the Art Gallery, recruiting a Collection Project Assistant and installing the EMu collection management system. Staff undertook EMu training and existing data was migrated to EMu in January 2019, after which the project got into full swing.

The project focussed firstly on the Art Gallery collection where a workflow was developed that involves cleaning, photographing and recording detailed information about each artwork which is then entered into EMU.

The digital images of each artwork are edited, saved in a variety of formats and finally uploaded to EMu. At the end of June, 861 artworks were digitised and catalogued, which constitutes almost half the collection.



Collection Project Manager, Eileen Wright, cleaning and digitising artwork from the BHRAG collection

Painting conservator Emily Kelleher, a recent Grimwade Centre graduate, undertook a work placement at the Art Gallery between April and June 2019. This was paid for by the Grimwade Centre and Emily worked alongside the Digitisation Project team.

During her placement Emily completed condition assessments of over 160 paintings and prioritised a number of works for future conservation work. Emily also provided training and workshops to staff in preventive conservation and undertook cleaning and repairs on a number of artworks.

This placement was very successful, both in offering valuable real-world experience to a new graduate, as well as providing Art Gallery staff with professional advice and guidance towards identifying and ameliorating potential deterioration of our collection.

DRAFT Annual Report 2018/2019

# EVENTS AND ACTIVITIES HELD AT THE BROKEN HILL REGIONAL ART GALLERY

Public Programs, tours, workshops and highly attended exhibition openings continued at the Broken Hill Regional Art Gallery. Engagement with local schools continued with regular visits from not only local Broken Hill school students, but also students from Menindee, Wilcannia, Tibooburra Schools and School of the Air

Gallery staff worked with Heritage Advisor Paul Davies on a suitable design for a new front counter. A local contractor fabricated and installed the counter in early 2019; Council IT staff helped to ensure all cabling and security monitoring was appropriately in place.



Gallery and Marketing Officer, Jade Kerin with new front counter

#### ARTIST IN RESIDENCE PROGRAM

Two Artist in Residence (funded through CreateNSW) programs fell into the 2018/19 financial year. In late 2018 Robbie Rowlands completed his Artist in Residence project at the West Darling Machine Preservation Society, involving a lot of members of the local community in the work and the final display.

In early 2019 James Price completed his Artist in Residence program '800 Souls' at the Broken Hill Housewives Association building. This project was created in collaboration with the Broken Hill community and local schools.



'800 Souls'- Artist in Residence James Price

Page 20 of 64

#### FRESHBARK PROGRAM

The FreshBark program was funded via the Australia Council for the Arts. This program was aimed at developing artistic and curatorial skills for emerging Indigenous artists in the Far West. This was achieved by meaningful and ongoing engagement with the artists over the course of 18 months.

The artists were sent to professional development experiences outside of Broken Hill, as well as having facilitators visit Broken Hill to run workshops and programs with them.

The resulting exhibition, catalogue and merchandise release were a great success for the Gallery.



Fresh Bark Exhibition Opening

# PRIZES AT THE BROKEN HILL REGIONAL ART GALLERY

The Pro Hart Outback Art Prize received record entries in 2018. The Award night was held in August with guest judge Gordon Morrison, ex Director of Art Gallery of Ballarat.

The winning acquisitive first prize (\$15,000) piece was awarded to Amanda Izzard for 'Squall over Kata Tjuta'.

Other winners included Deborah Asmather and Paul White.

This prize continues to be generously supported by the Hart family.



BHRAG Staff at Pro Hart Outback Art Pirze

The Maari Ma Indigenous Art Awards continued in early 2019 with another incredibly strong exhibition.

For a third year in a row the Gallery was able to secure a guest judge from the Art Gallery of NSW: Coby Edgar, Assistant Curator of Aboriginal and Torres Strait Islander Art.



Judge Coby Edgar with winning artist Kim Harris

The major first prize went to Wilcannia artist Kim Andrew Harris for his work '3 painted boomerangs'.

Other winners included David Doyle, Matthew Quayle and Amelia Whyman. This prize continues to be supported by Maari Ma Aboriginal Health Corporation.

# ALBERT KERSTEN MINING & MINERALS MUSEUM

The Albert Kersten Mining & Minerals Museum continues to act as a leading tourist attraction for the city as well as providing educational tours to both local institutions and visiting groups.



Shoulder to Shoulder: Rebel Women of Broken Hill 1888-1917 exhibition offered a glimpse into the impact of women on Broken Hill's Union history during times of strife

DRAFT Annual Report 2018/2019

Page 21 of 64

This year the museum successfully collaborated with local museums and community groups to develop a social history exhibition that focused on the contributions made by the women of Broken Hill 'Shoulder to Shoulder: Rebel Women of Broken Hill 1888 – 1917'.

This exhibition introduced residents and visitors to the lives of these trail blazing women, highlighting their contributions to the social, cultural and industrial life of Broken Hill – notably during three significant miners' strikes. The exhibition also gave insight into the harsh living conditions and day to day struggles under which these contributions were achieved.



Shoulder to Shoulder: Rebel Women of Broken Hill 1888-1917 exhibition was well attended, captivating locals and visitors alike

In researching the exhibition, a number of relationships were formed with organisations, both local and national; The Broken Hill City Library and Outback Archives, The Broken Hill Family History Group, The Barrier industrial Council (trades Hall Trust), The Australian Women's Register, The State Library of NSW, The State Library of SA, The John Curtin Prime Ministerial Library and The University of Melbourne Library Archives all contributed to the display material shown in the exhibition.



Shoulder to Shoulder: Rebel Women of Broken Hill 1888-1917 exhibition was entertained by the wonderful Broken Hill Community Voices

The exhibition opening was scheduled to coincide with International Women's Day, with a second event taking place during Heritage Week 'A Night at the Museum', which included floor talks and a performance by the local community choir singing songs from the period.

This collaborative community project proved to be a great success, attracting numerous positive news/web stories with over 3,000 people attending the exhibition.

DRAFT Annual Report 2018/2019

#### Our built environment supports our quality of life

#### ACTIVE TRANSPORT PLAN

Council identified the need to prepare a Pedestrian Access and Mobility Plan (PAMP) and Bike Plan to improve the community's health, liveability and sustainability. A PAMP and Bike Plan are regularly combined in regional areas as an integrated Active Transport Plan (ATP).

The objectives are to:

- Improve the level and priority of pedestrian access, particularly in areas where the community congregates such as the Central Business District, shopping centres, schools and health care facilities.
- Reduce pedestrian access and enhance safe and convenient crossing opportunities on major roads.
- Establish improvement opportunities on level of movement and safety with a focus on mobility impairments and the elderly.
- Plan for pedestrian facilities that are consistent and appropriate in New South Wales; that ensures cycling facilities comply with relevant technical standards.

- Plan for the development and provision of safe and accessible amenities for the community via pedestrian and cycling network.
- Fulfil Council's obligations under the Disability Inclusion Act 2014 in providing inclusive infrastructure.
- Design a 'bicycle network' as opposed to 'bicycle routes' and plan the network along roads favourable for cycling use.

In December 2018 Cardno Pty Ltd undertook stakeholder and community consultation activities and submitted an Active Transport Plan Report. At the June 2019 Council meeting, Council resolved to commit \$13.4M over the next 10 years for high priority shared path routes.

In August 2019, as part of Council's Disability Inclusion Action Plan, Council will undertake further consultation with members from Disability Advocacy groups and people living with disability in Broken Hill, to prioritise the 10-year plan.

Council is in the process of developing a detailed 10-year program which will be included in the Asset management Plan 2019/20 and will be reported upon in the 2019/20 Annual Report.

DRAFT Annual Report 2018/2019

Page 23 of 64

### ACHIEVED

Participated in community awareness for safer community initiatives by:

- Undertaking a safety audit of various locations around the City with the Police in December 2018 to identify areas of concern and potential actions for improvement.
- Actively participating in the Emergency Management Committee and the Local Traffic Committee to ensure a safer community.
- Actively working on increasing community safety with the provision of smart lighting and CCTV in public parks, primarily Sturt Park and Patton Park; new lighting, power turbines and CCTV installed in Patton Park in April 2019; new lighting, power turbines and CCTV installed in Sturt Park in June 2019.
- Implementing and promoting a voluntary food safety 'Scores on Doors' program, with a 75% participation rate in the program.

Ensured compliance obligations under the Swimming Pools Act 1992 by:

- Reviewing the Swimming Pool Barrier Inspection Policy to ensure it complied with legislation.
- Ensuring swimming pool information on Council's website was kept up to date.
   Council issued 27 compliance certificates during the reporting period.

Promoted parking compliance and safety surrounding school zones in the City by:

Commission and daily use of licence plate recognition software.
 A total of 322 parking infringements were issued for the report period, this is a decrease of 148 infringements in the same period of the previous year.

Obtained funding for increased lighting and crime prevention initiatives such as:

- Federal Safer Communities Funding obtained.
- Federal Smart Cities and Suburbs Funding Obtained.
  - CCTV installed in Sturt Park in June 2019.
  - CCTV installed in Storr Park in Sprie 2019.
     CCTV installed in Patton Park in April 2019.

Developed, planned and implemented initiatives aimed at increasing animal control in the City by:

 Provision of eleven new information brochures in relation to animal control in the City on Council's website.

Provided public health and safety initiatives and carried out compliance activities by:

- Conducting inspections of food premises.
  - High Risk food premises inspected during report period.
  - All enforcement actions were undertaken in two business days or less.

Actively participated and supported the Local, Regional and State Emergency Management Committees by:

- Attending four Local Emergency Management Committee meetings, providing services of Local Emergency Management Officer and secretarial support.
- Attending a desktop exercise for the Local Emergency Management Committee.
- Facilitated the celebration of Australia Day by:
- Coordinating and holding an Australia Day awards event.

- Event held 26 January 2019 with approximately 120 in attendance. Developed and maintained new and existing partnerships including interagency agreements by:

 Developing partnerships with Healthy Broken Hill, YMCA, Regional Express Airlines and NSW State Emergency Service.

Developed, planned and implemented a communications strategy to promote openness and allow participation and interest in the activities and decisions of Council by:

- Continually monitoring implementation of Communications and Community
- Engagement Strategy with ongoing communications and engagement activities.

• Approximately 80% of measurable aspects of the Strategy have been implemented. Promoted services and facilities to ensure effective and efficient service delivery via online Community directory by:

• Maintaining an online directory that utilises self-account management and links to Regional Development Australia's Far West Proud Welcome Pack, including Community directory.

DRAFT Annual Report 2018/2019

Page 24 of 64

## ACHIEVED

Provided public amenities, halls and community centres to facilitate social capital and activity at the following locations:

 Council Chamber, Sturt Park, AJ Keast Park, Queen Elizabeth Park, North Family Play Centre Park, Patton Park, Duff Street Park, Lamb Oval, Roundhouse Amenities Block, Cemetery, Tourist and Travellers Centre and Airport Terminal.

Provided an online calendar of events and programs for the community about local events and activities by:

- Promoting events through the Council website and social media.
  - 142 events were promoted.

- 34 calendar promotions were available to the Community during report period.

Encouraged events and activities in public spaces to create active spaces resulting in:

#### • 89 events being held in public spaces during the report period.

Conducted the annual Christmas Pageant in collaboration with South Rotary as an activity for the whole community:

- 55 floats entered the Christmas Pageant.
- After party held in Sturt Park.
- Attendance was estimated at over 2000 people.
- Developed annual Heritage Festival Plan resulting in:

• Heritage Festival held 18 – 28 April 2019 in line with the National Heritage celebrations. Preserved historic records held within Council custodianship by:

- Ensuring archives were managed in accordance with the State Records Act 1998.
- Provided the Regional Art Gallery to contribute to the strong arts culture of the City by:
  - Holding 24 exhibitions during report period.
    - 22,260 visitors received for the report period.

Provided the Albert Kersten Mining & Mineral Museum to educate the residents and visitors of our mining history by:

- Holding three exhibitions.
  - 7,861 visitors received for the report period.

Maintained and enhanced signage promoting the history and heritage of Broken Hill by:

- Rejuvenating four heritage signs at the Kintore Car park project.
- Replacing signage at the Living Desert, White Rocks and Pro Hart Gallery. Maintained the cemetery to allow a final resting place for residents and visitors to visit loved ones that have passed.

Cemetery maintained with nil complaints received during report period.

Provided accessible parks and open spaces to the community:

• Community Satisfaction Survey conducted in 2018 showing 36% of customers were satisfied with Parks and Open Spaces, 43% had a neutral satisfaction rate and 21% were dissatisfied with Parks and Open Spaces.

Promoted the Broken Hill Regional Aquatic Centre and managed contract obligations associated with the facility by:

• Holding monthly meetings to ensure compliance, safety and financial performance. Implemented actions contained within the Heritage Strategy that aim at supporting the heritage design and increasing heritage value by:

- Undertaking and implementing 21 actions.
- Offering a free advisory service during the report period.
- Holding a Heritage Awards ceremony as part of the 2019 Heritage Festival.

Page 25 of 64

## ACHIEVED

Actively participated with organisations to consider opportunities for active and healthy lifestyles by:

• Attending various health and lifestyle consultations, activities and meetings.

Advocated for the continued supply of secure and affordable quality water supply for the City by:

- Corresponding 18 times with Government bodies/Ministers on matters relating to Broken Hill's water supply.
- Forwarding five submissions to Parliamentary inquiries.
- Forwarding two motions to Local Government Conferences.
- General Manager and Mayor meeting with the Deputy Premier and Member for Barwon regarding water issues.

• A Water Protest March/Day of Action being held in Broken Hill on 3 November 2018. Provided and supported activities for young people to be involved in by:

- Inviting Broken Hill City Youth Council to civic receptions and participation in Community Round Table Committee.
- Conducting Civic Debutant Ball.
- Council's Youth and Community Project Officer facilitating and supporting the Broken Hill City Youth Council.

Maintained bicycle paths to encourage physical activity by:

- Existing bike lane around Sturt Park and around City maintained for safety with street sweeping occurring regularly.
- Nil complaints were received in Council's CRM system during the report period.

### **ONGOING / IN PROGRESS**

Maintain partnership with NSW Police to maximise public safety through safe building and environment initiatives by:

- Establishing a Memorandum of Understanding (MoU) with the Local Area Command.
- MOU is currently awaiting feedback from the Local Area Command.
- Council owned art and mineral collections are maintained and accessible to the community by:
- Continuing the Collection digitisation project.

## UPCOMING

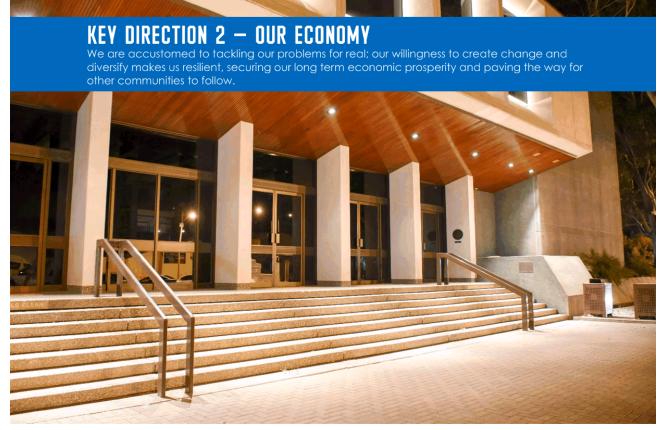
Construct new animal pound facility.

Install CCTV and Smart Lighting in priority assets or areas (eg City centre).

Provide suitable land within the Cemetery reserve and develop for future expansion. Develop Council assets to promote outdoor recreation, exercise and mobility for families. Complete Brown Street reseal project.

DRAFT Annual Report 2018/2019

Page 26 of 64



# ACHIEVEMENTS IN OUR ECONOMY

Our economy is strong and diversified and attracts people to work, live and invest

#### CULTURAL FRAMEWORK PLAN

In September 2018, Council awarded a \$1.5M tender to Neeson Murcutt Architects to develop a Cultural Framework and designs for a new library and cultural precinct.

Co-funded by Broken Hill City Council and the Australian Government, the Cultural Framework informs the future development of the City's Central Business District to attract people by day and grow the twilight economy.

The library and cultural precinct will be a place that celebrates and reflects the unique culture of Broken Hill as an important and significant city for Australia. The library will continue to provide the safety and familiarity it does to its existing users by continuing to provide the essential services and spaces it does today but also expand this remit to become an engine room for cultural and social engagement through storytelling, content creation and

DRAFT Annual Report 2018/2019

the export of Broken Hill's own brand of creativity.



Neeson Murcutt Concept image of Library and Cultural Precinct

The library and cultural precinct will also reenergise Argent Street by becoming the point where several paths intersect to create a centre of gravity for the city for all audiences - locals and visitors. This will be achieved through the careful and respectful co-location of complementary offers and the provision of high-quality public space for all to enjoy.

Page 27 of 64

There has been ongoing engagement process with community during 2018/19 which included a number of community, business and cultural leaders and incorporated previous city consultations and plans rather than duplicating them.

Council has also incorporated this project into its advocacy strategy 'Broken Hill – A Blueprint – Advocating for our Future' and has pursued ongoing conversations with State and Federal Governments and agencies about the importance of this project to the revitalisation and activation of the Central Business District and the social and cultural future of our community.

In June 2019, the concept designs for the precinct were placed on Council's website and in 2019/20, the final architectural drawings for the precinct will be finalised for Council to go to tender for construction.

We are a destination of choice and provide a real experience that encourages increased visitation

#### TOURISM

It has been an exciting year in tourism with Broken Hill visitor numbers continuing to increase and an exciting new destination marketing campaign being developed for an early launch in early 2020.

Council is the largest stakeholder in the tourism industry in Broken Hill and invests approximately \$3.5M per annum on maintaining \$52.5M tourism assets including Airport, Civic Centre, Visitor Information Centre, Regional Art Gallery, Albert Kersten Mining & Minerals Museum.

An estimated 223,000 domestic overnight visitors spent at least one night in the Broken Hill Local Government Area in the year ending March 2019.

This is the highest visitor volume for any 12month period since the National Visitor Survey sample size was expanded in 2005.

If it is assumed that domestic overnight visitor spend per visit in the latest period was the annual average spend per visit over the four years ending December 2018 (\$566), domestic overnight visitors spent \$126M in Broken Hill LGA in YE March 2019 (sourced from https://www.tra.gov.au).

Council has entered into an agreement with Destination NSW to produce a Regional Cooperative Tourism Marketing Program which has expanded to take on a regional flavour with Central Darling Shire also joining the program.

As a part of the program, Destination NSW has visited the area on a number of occasions and held a number of workshops with industry to get their buy-in and feedback on the campaign. Council's internal Tourism Working Group liaises with the Destination Country and Outback (DCO) as a source of information. The DCO is the region's peak tourism organisation and is the coordinating force for the region's promotion.

The internal Tourism Working Group includes Director Corporate, City Growth Coordinator, Coordinator Visitor Services and Digital Officer.

Destination NSW (DNSW) and DCO are working with industry operators ensuring stakeholders have an input into potential campaigns and future activities.

Destination NSW held workshops with the region's tourism stakeholders in April 2018, with further workshops scheduled for August 2019.

Continuing to build on the current model of activity with DNSW and DCO is essential to the future growth of the Broken Hill and the regions visitor economy.

Council is also supporting the industry driven solution of the Destination Broken Hill website and has taken measures to ensure it is not competing with industry by not hosting a Council-owned tourism website. Council is redirecting its domain to the industry website and is negotiating an agreement to promote Council's tourism assets on this platform, recognising that the value of tourism to the City's economy plays an integral role in the sustainability of the city's future economy.

DRAFT Annual Report 2018/2019

Page 28 of 64

#### FILM

While it may appear that Broken Hill sits in the middle of nowhere, we're at the centre of everything and the middle of everywhere!

Council is proudly film-friendly and welcomes film makers from across the globe. The City is the engine-room for film makers who are often filming on the outskirts and the fringes of the City but require a base for accommodation, production space, technology linkup and easy access to transport.

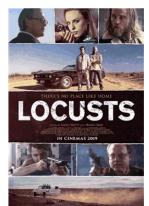
The City is listed in Destination NSW's list of 11 of the most recognised film destinations made famous by classic and new Australian films and number four on the Lonely Planet's list of films 'where the destination is the star', behind Petra, Paris and Tokyo.

Council hosts a film liaison officer who is the concierge for the industry into the region and who works closely with Create NSW and Screen Broken Hill – the industryled collaborative that works alongside industry in location scouting, casting and production.

This year, Council worked with 23 productions across a range of projects including two films, four television shows, one television commercial, two promotional shoots, five documentaries, four educational productions, four still photo shoots and one music video.

The film Locusts has received global

acclaim on the international film circuit and held its NSW premier in Broken Hill in August. Locusts producer Angus Watts told Filmlink: '... we chose Broken Hill for its iconic vista landscapes,



its resources as a film making hub and logistically it made sense with direct flight access out of Sydney and Adelaide."

DRAFT Annual Report 2018/2019

Jessica Malbouy's Music video "Sunday" was released to the market in April 2019.



Jessica Malbouy Music Video Credit: Jason King Media

Buckley's Chance, starring award-winning British actor Bill Nighy is due for release in cinemas in 2020. The estimated economic impact of Buckley's Chance during the sixweek filming in the City is estimated to be \$1.2M. Buckley's Chance location manager John Greene thanked the Broken Hill community stating: "The assistance that the production team received from the City of Broken Hill was very valuable indeed. In order for location filming to be successful, the Australian Film Industry requires unique assistance from authorities and members of the public. On behalf of the cast and crew, I would like to thank the Broken Hill community for hosting us on this occasion."



Buckley's Chance Movie (Site: Living Desert) Credit: John Greene, Location Manager

During 2018/19, Council also developed a streamlined online process for permit application in line with Council's new website and online services. This has been welcomed by the industry, improving Council's administrative role in film approvals and liaison.

Page 29 of 64

#### VISITOR INFORMATION CENTRE

The Broken Hill Visitor Information Centre (VIC) continues to play an integral part in visitor servicing in Far West NSW.

During the 2018/19 reporting period the dedicated team of tourism professionals at the VIC serviced over 95,000 visitors face-to-face; inspiring them to explore Broken Hill and the region, guiding them to the large number of local tourism businesses, restaurants and attractions.

According to visitor surveys, VIC staff have extended stays by at least one night for over 60% of visitors, injecting additional tourist dollars into the local economy.

VIC staff have also kept up with changes in the industry and have serviced visitors outside the Centre at the Rotary Conference at the Civic Centre and during the Broken Heel Festival weekend in Argent Street.



Festival Organiser Esther La Rovere with Tourism Assistant, Rae Dellar at the 2018 Broken Heel Festival

Technical innovation through the implementation of free Wi-Fi for visitors and roll-out of the new phone system ensures further future proofing of our visitor services.

Important in-roads were made in 2018/19 by connecting the local VIC with the South Australian VIC network by attending SA VIC, Tourism and Operator Conferences; and continuing the partnership with Peterborough and Port Pirie, in developing the Heritage Rail Trail (now Silver 2 Sea Way), that connects SA visitors through to Broken Hill on a historic driving trail.

DRAFT Annual Report 2018/2019

Staff have also visited the Flinders Ranges region, building partnerships with operators and government agencies such as the SA Regional Development Australia and the SA Tourism Commission.

The VIC also stabilised its operation by appointing a permanent full-time Visitor Services Coordinator (VSC), who supervises the operations of the service as well as supports tourism development in the City by building partnerships with local operators, local and state government and other interstate tourism bodies.

The VSC has been active in the development of a joint marketing campaign with DNSW and Central Darling Shire, which is set to start in early 2020.

The Broken Hill Heritage Walk Tour volunteers are continuing to run their tours from the Visitor Information Centre, five times a week and have guided over 2,000 visitors through the Central Business District in the 2018/19 year; engaging them with stories about Broken Hill's Heritage, Art, Architecture and Mining; raising over \$7,000 in donations. These donations are used to improve the walk tours and infrastructure along the trail.

#### HERITAGE FESTIVAL

The Perfectly Highlighted projection lighting event at the Town Hall Façade launched the festival with approximately 1,500 people attending over three nights.

This event once again drew positive feedback from both locals and visitors and activated Argent Street over the course of projections.



Heritage Festival Perfectly Highlighted projection lighting on Town Hall Façade

The 2019 Heritage Festival took in a broad range of events from walk tours, mine tours, art exhibition and open days with on average 40 people attending.

Page 30 of 64

The Mining Our Own Business – Reunion Dinner was held during the Heritage Festival and was attended by 80 people. Attendees heard from mining and union leaders both local and ex-local; on personal journeys, the impact of mining in the City and the nation; as well as its role in the future of Broken Hill.

#### HERITAGE AWARDS

The Heritage Awards were conducted as part of the Heritage Festival and saw approximately 50 people attend to support Liz Vines OAM, Simon Molesworth AO, QC and Peter Oldsen receive a joint award for outstanding services to Heritage.



Peter Oldsen and Simon Molesworth AO, QC

#### KINTORE RESERVE UPGRADES

Council completed construction on a new parking area on Kintore Reserve to boost parking in the Central Business District and better cater for tourists.

The \$300,000 project provided sealing and kerbing for a large parking area to accommodate seven large recreational vehicles (RVs) and thirty-two regular vehicles.

The site also features a 'dump point' to allow RVs to discharge wastewater from holding tanks and provide extra parking for nearby services, attractions and businesses.

The project makes the City more RV friendly and it is hoped it will help boost tourism in the Central Business District.

DRAFT Annual Report 2018/2019

#### ACHIEVED

Contributed to the provisions of information suitable for a diverse audience in relation to economic activity in the City by:

- Providing online data tools Profile.id and Economy.id access on Council's website.
  Profile.id used to access demographic analysis based on results from the Census. Results include population, age structure, ethnicity, ancestry, religion, income, qualifications, occupations, employment, unemployment, disability, disadvantage, volunteering, childcare, family structure, household structure, housing tenure, mortgage and rental payments and the size and type of the dwellings people live in.
- Economy.id used to access local economic data including Gross Regional Product, local jobs, local businesses, employment, unemployment, population, building approvals, industry structure, journey to work.

Collaborated with government and industry partners to explore investment opportunities for the City by:

- Meeting with Department of Premier and Cabinet and NSW Infrastructure to outline major projects for the City.
- Continuing to make representations to visiting Ministers and agencies.

Identified resources to develop and promote a Tourism and Hospitality Investment Opportunities Portfolio that identifies and promotes opportunities to encourage privatesector investment in Broken Hill by:

• Working with Destination NSW, Destination Country and Outback and Central Darling Shire on the launch of a new marketing campaign.

Advocated to maintain or improve air, rail and road access to the region by:

 Provision of adopted advocacy strategy 'Broken Hill – A Blueprint Advocating for our Future' to NSW State and opposition members and candidates for the seat of Barwon.

Advocated to improve opportunities for technology and innovation, including the roll-out of high-speed broadband to include Broken Hill resulting in:

• implementation of CCTV and Smart Lighting projects around the City. Implemented strategies from the Smart Community Framework in regard to Wi-Fi activation throughout the City by:

- Wi-Fi made available to the Community in Argent and Patton Streets, the Airport and Visitors Information Centre.
- Provided support for renewable energy innovation by:
- Being a member of the Cities Power Partnership.
- Continuing to work towards switching to clean energy in a bid to tackle climate change.

Developed a Community Hub Framework and Active Living Plan by:

• Cultural Framework adopted by Council in March 2019. Developed and maintained a City information pack for new and potential residents to promote living in Broken Hill:

This is available from Council's Administrative Building.

- Participated in tourism industry boards and working parties. Active participation included:
- Tourist Attraction Signposting Assessment Committee;
- Destination Broken Hill and Outback;
- Destination Network Country and Outback;
- Destination NSW;
- South Australian Tourism Council;
- South Australian Visitor Information Centre Group.

Operated the Visitor Information Centre as a hub for the visitor economy resulting in: • 96,168 visitors received for the report period with 92.6% positive feedback received.

- Promoted the Regional Art Gallery as a tourist attraction resulting in:
- 22,260 visitors received for the report period.

Promoted the Albert Kersten Mining & Mineral Museum as a tourist attraction resulting in:
7,861 visitors received for the report period.

Promoted the Living Desert as a tourist attraction resulting in:

• 30,996 visitors received for the report period.

DRAFT Annual Report 2018/2019

Page 32 of 64

#### ACHIEVED

Operated the Broken Hill Airport by:

• Maintaining compliance with Civil Aviation Safety Authority and legislative requirements during the report period.

Explored funding opportunities and lobby to allow an upgrade to the Broken Hill Airport in accordance with the Airport Master Plan resulting in:

• Three funding submissions made, one of which is currently being assessed. Integrated the Brand into marketing and communication objectives for the City including

- external and internal audiences by:
  - Ensuring correct branding is applied to all outgoing communications and Councilrelated programs.

Promoted Broken Hill as a centre for film and production in Regional Australia and secured film activity for the City and region. A total of 23 productions were conducted within the Council area, these included:

 Two film productions, four TV shows, one TV Commercial, two promotional Shoots, five documentary productions, four educational productions, four still photo shoots and one music video.

Positioned the Civic Centre as a hub for conferences and entertainment in Regional Australia through a marketing campaign resulting in:

• 120 enquiries for bookings.

Supported growth of established signature festivals and events for Broken Hill, including: • Broken Heel Festival, Rockfest and St Pat's Races.

Supported initiatives targeting skills development of Indigenous and Non-Indigenous disadvantaged to increase employment potential and participation by:

- Supporting the W2BH construction during the report period.
- Employment of three school-based trainees.

Provided publicly available equipment and space at Council's Library for student use by:

- Providing free access to computers with software such as Word and MS Office.
- Providing gaming computers for youth.
- Providing services such as printing, scanning and free WiFi.

DRAFT Annual Report 2018/2019

Page 33 of 64

#### **ONGOING / IN PROGRESS**

Develop and implementation of Business Plans for key Council owned assets to assure their economic viability and business focus:

• Living Desert Plan of Management was adopted in November 2018.

- The following plans are in draft form:
  - Broken Hill Regional Art Gallery Business Plan.
  - Memorial Oval Plan of Management requires further review prior to adoption.
  - Albert Kersten Mining & Mineral Museum Business Plan.
- Other business plans to be developed:
  - Visitor Information Centre Business Plan.
  - Civic Centre Business Plan.

Investigate opportunities arising from Broken Hill's listing as a Heritage City by:

Council's Heritage Committee continuing to investigate funding opportunities in consultation with the Heritage Advisor.

Continue to operate the Visitors Information Centre as a hub for the visitor economy. Continue to promote the Regional Art Gallery as a tourist attraction by:

Developing strategies and marketing plans.

Develop and maintain partnerships with Universities that provide value to our local community by:

- Maintaining a Healthy Broken Hill partnership with the University Department of Rural Health.
- Council will also continue its partnership with the University of Melbourne, specifically around their graduate and intern conservation students and the Broken Hill Regional Art Gallery.

Where invited, participate in initiatives to encourage an increase in completed tertiary education in our City.

#### UPCOMING

Advocate for Airport upgrades in line with advocacy Strategy 'Broken Hill – A Blueprint – Advocating for our Future' and Airport Business Case.

Increase city coverage of City Smart Devices (smart bins, lighting, WIFI and parking). Advocate for improved air and rail services through active lobbying and participation in government inquiries.

Continue funding for school based and apprentice/ trainees through government funding.

DRAFT Annual Report 2018/2019

Page 34 of 64

## KEY DIRECTION 3 - OUR ENVIRONMENT

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community.



## ACHIEVEMENTS IN OUR ENVIRONMENT

Our environmental footprint is minimised

#### SUSTAINABILITY STRATEGY

Broken Hill City Council is committed to developing a sustainable and liveable City. As a result, Council faces a number of challenges within this space to ensure energy, procurement, carbon footprint, water, waste, environmental impacts and built environment are managed so future generations can enjoy the City in which we live in. The Sustainability Strategy 2018-2023 provides a direction for Council to consider everything it does to work in a more sustainable way. It identifies 11 Sustainability Action Plans which include energy, water, waste, transport and the built environment. These action plans have been developed in line with the Sustainable Development Goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development.



DRAFT Annual Report 2018/2019

Page 35 of 64

Broken Hill City Council identified the following seven Sustainable Development Goals and 11 actions to which it can contribute:



 Energy Efficiency Plan

 Reduce energy use, costs and greenhouse gas emissions



#### 2. Renewable Energy Plan

 Produce energy from renewable sources to reduce costs and greenhouse gas emissions



 Gas Consumption Plan

 Reduce energy use, costs and greenhouse gas emissions



#### 4. Transport Energy Plan

- Reduce fuel consumption and promote active transport (reduce Greenhouse Gases)



 Sustainable Procurement Plan

 Use procurement to support positive environmental, social and economic outcomes



6. Carbon Emissions Plan - Measure and reduce greenhouse gas



#### 7. Water Plan

 Reduce water use, costs and have a positive impact on liveability



#### 8. Waste Plan

- Reduce waste to landfill, increase recycling and re-use of resources



#### 9. Plan for Minimising the Environmental Impacts of Mining

- Improve the liveability of Broken Hill



 Plan for Enhancing and Protecting the Natural Flora and Fauna

 Improve the liveability of Broken Hill

3 GOOD HEALTH	11 SUSTAINABLE CITIES
AND WELL-BEING	AND COMMUNITIES
w	▲■

11. Built Environment Plan - Increase the liveability of Broken Hill



Further information regarding the 11 Action Plans can be found within the Sustainability Strategy. This can be viewed online at:

https://www.brokenhill.nsw.gov.au/Counci I/Other-strategiesdocuments/Sustainability-Strategy-2018-2023

DRAFT Annual Report 2018/2019

Page 36 of 64

#### REDUCING LANDFILL WITH EVERY CUPPA

During the year Council introduced reusable coffee cups as an initiative to reduce landfill. Through media releases and social media posts, Council encouraged the community to help the environment, reduce landfill and save money every time they have a coffee, by purchasing a Broken Hill KeepCup.

Working with the business community is critical in reducing the City's environmental footprint and through consultation, high-quality reusable coffee cups were made available for sale at Chalky's, Charlotte's, Silly Goat, Silver City Café and the Royal Exchange Coffee Window; along with all Council facilities.

Reusable cups have gained popularity in recent times due to the large number of disposable cups that end up in landfill or littering the countryside.

This zero-profit initiative from Council is a way Broken Hill can contribute to a better environment.



## REDUCING LANDFILL WITH A REUSABLE SHOPPING BAG

From 1 July 2018, retailers were no longer able to supply single-use lightweight

plastic shopping bags less than 35 microns in thickness to customers free or at a charge. This included compostable, degradable and biodegradable bags as they break down in the environment in the same way as conventional plastic shopping bags and can still harm the environment.



Council and other community organisations supported and continue to support the ban of plastic bags in Broken Hill by promoting the use of reusable bags that are made from 100% recycled materials.

The vision is for Broken Hill to become plastic bag free and demonstrate our commitment to becoming an environmentally conscious and sustainable city.

#### Natural Flora and Fauna environments are enhanced and protected

#### LIVING DESERT

Council maintained the Living Desert Flora and Fauna Sanctuary as a showcase of wildlife in the arid environment. The facility is provided as an educational site for locals and visitors.

During 2018/19 visitors from the Indian Pacific visited the site as part of their tours and Council's Living Desert Rangers hosted tours of the Sanctuary for Alma, Burke Ward and Railwaytown Primary school students.

Members of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee have contributed 530 volunteer hours.

These hours included a roster system of opening and closing the site; 11 working

DRAFT Annual Report 2018/2019

bees; assisting with events, education sessions, tours and film crews.

#### **RIDDIFORD ARBORETUM**

The Riddiford Arboretum Community Committee have retained an active volunteer membership during 2018/19, with members attending regular committee meetings and providing invaluable work on a volunteer basis.

The Riddiford Arboretum Community Committee conducted 12 working bees at the Arboretum and provided daily site maintenance.

Overall, the Riddiford Arboretum volunteers have contributed approximately 1,447 volunteer hours.

Page 37 of 64

#### TIDY TOWNS

Council supported the Tidy Towns Volunteer Group with the Clean Up Australia Day Event held on 3 March 2019.

Five volunteers attended the event which was held at Adelaide Road and the Cemetery fence line.

Council assisted the Tidy Towns Committee with two submissions to the KABNSW Tidy Towns and Sustainable Cities Awards Programs. The following awards were received in November 2018:

- WINNER Heritage and Culture Award – The Broken Hill Regeneration Reserves Management Plan.
- HIGHLY COMMENDED Community Spirit and Inclusion Award – Broken Hill Cemetery Restoration and 2018 Broken Hill Heritage Festival.

Proactive, innovative and responsible planning supports the community, the environments and beautification of the City

#### HERITAGE RESTORATION

Council's Heritage advisory service continued throughout 2018/19, with 56 matters being referred to the Heritage Adviser, for specialist advice in relation to heritage implications with proposed developments.

Over \$10,150 in grants was provided by Council to property owners to assist in minor restoration work to their properties.

Council's Heritage Adviser also provided specialist advice in relation to restoration works at the State Heritage listed Mosque, located in North Broken Hill.

#### **BUILDING AND CERTIFICATION SERVICES**

During 2018/19 Council's Building Surveyors carried out nearly 400 building inspections.

These included inspections of frames, concrete slabs, waterproofing in bathrooms and more.

#### **DEVELOPMENT APPLICATIONS**

During 2018/19 Council determined 188 Development Applications.

Of the 188 Development Applications determined, 93% of these were determined during the required statutory period of 40 days.

The median determination time for Development Applications was 15 business days.

Council's Planners carried out over 200 inspections related to Development Applications during 2018/19.

The value of works for Development approved totalled over \$16.7M. This included:

- \$6.77M value of works for Commercial/Industrial developments
- \$2.755M value of works for Dwellings developments
- \$1.92M value of works for Residential additions/alterations developments

DRAFT Annual Report 2018/2019

Page 38 of 64

#### ACHIEVED

Investigated and implemented opportunities to expand recycling services for the City by:

- Promoting recycling of materials through social media and on Council's website.
- Promoting the Community Recycling Centre and NetWaste advertising.

• Supporting the annual Waste2Art competition focusing on recycling and reuse. Incorporated NSW Climate Change Policy Framework in Council's business planning and operations by:

- Measuring energy consumption on all Council assets.
- Working towards achieving 100% renewable energy status for all Council assets and continuing to investigate opportunities for funding for these projects.
- Renewed subscription with Planet Footprint.

Investigated and developed strategies to reduce water consumption use across Council's assets resulting in:

- Water efficiency initiatives being developed and included in Sustainability Strategy.
- Adoption of Sustainability Strategy by Council in June 2019.

Advocated for a sustainable Darling River system that ensures the health and wellbeing of the communities that live along it and enriches the Economic, Social, Environmental and Cultural values that has been part of its long history by:

- Corresponding 18 times with Government bodies/Ministers on matters relating to Broken Hill's water supply.
- Forwarding five submissions to Parliamentary inquiries.
- Forwarding two motions to Local Government Conferences.
- General Manager and Mayor meeting once with the Deputy Premier and Member for Barwon regarding water issues.
- A Water Protest March/Day of Action being held in Broken Hill on 3 November 2018.
- Council being part of Region 4 of the Murray Darling Associations.

Participated in Annual Environmental Management Reviews (AEMRs) by:

• Attending the review meeting held in October 2018.

Participated in stakeholder reference groups in relation to mining operations in the City by:
Attending four Lead Reference Group meetings.

- Conducting lead remediation projects.
- Participated in school education programs and tours of environmental facilities by:
- Hosting tours at the Living Desert Flora and Fauna Sanctuary for Alma, Burke Ward
   and Railwaytown Primary Schools

Implemented the actions included in The Living Desert Plan of Management resulting in:

- 30,996 visitors received for the report period.
- One event held.
- Eleven working bees conducted.
- 530 volunteer hours being implemented.

Managed and operated the Living Desert Primitive Camping Ground resulting in:

- 735 individual bookings made.
- 1,576 visitors received during the report period.

Ensured compliance activities promote public safety and environmental control by:

- Reviewing the Compliance and Enforcement Policy;
- Ensuring all development that requires consent is assessed by Council and orders are issued for breaches.
  - 93% of development applications were assessed and determined within the 40-day time frame for Local Development during the report period.

Page 39 of 64

#### **ONGOING / IN PROGRESS**

Promote reduce, recycle, reuse through waste education program and undertake a minimum of two education activities annually.

Implement the actions included in the plan of management for the Regeneration Areas and Willyama Common by developing a Noxious Weed Management Plan to include mapping and required resources. A weed inspection has been undertaken.

Support and encourage volunteers and environmental groups to actively protect and enhance the natural environment at the Living Desert Reserve, the Regeneration Areas, the Willyama Common and Riddiford Arboretum by maintaining volunteer numbers and encouraging volunteers to assist with environmental activities.

Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City by:

- With the assistance of the Heritage Adviser, Council will continue to implement recommendations outlined in the Heritage Strategy such as providing a local incentives fund and continuing to provide a Heritage Verandah Program.
- Council's Heritage Adviser has been proactive in commencing an initial review of local heritage listings.

Review Council's Asset Management Plan Stormwater Drainage:

- Review carried out with adoption and implementation to occur in 2019/20.
- Continue to implement actions from the Asset Management Plan Stormwater Drainage:
- Notable completed undertakings for the report period include the maintenance of the Mulga Creek Wetlands.

#### UPCOMING

Finalise construction of the Waste Transfer Station. Trial installation of mature trees in priority areas of the City.

DRAFT Annual Report 2018/2019

Page 40 of 64

## (EV DIRECTION 4 - OUR LEADERSHIP

We have strong civic and community leadership. We are inventive, inclusive and innovative, when we work together there is nothing we can't do and our achievements continue to write history.



## ACHIEVEMENTS IN OUR LEADERSHIP

Openness and transparency in decision making

#### ADVOCACY STRATEGY 'BROKEN HILL - A BLUEPRINT -ADVOCATING FOR OUR FUTURE'

Setting the strategic direction of Council and being able to clearly articulate a vision for the City that is designed to seek to capitalise on grant funding opportunities, has been a key piece of strategic work being undertaken during this financial year.

The advocacy strategy 'Broken Hill – A Blueprint – Advocating for our Future' is a key priority document that embraces investment in capital infrastructure, innovation and entrepreneurship to transform the economy of Broken Hill.

It is a blueprint designed to guide the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events and enterprises and identifies interventions that will place the City in an optimal position to attract new visitors, residents, businesses and industries. Advocacy for Broken Hill is about actively pursuing strategies that create an environment that gives our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our City.

The Advocacy focus sets out how Council will use a variety of methods and techniques to pursue Broken Hill's advocacy priorities. This includes opportunistic and programmed activities such as making submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns. Council will also leverage the relationships it has with other councils in Far West NSW, Regional Development Australia, the business community and industry and service providers.

This financial year, it has been shared with over 150 government, industry and community leaders.

DRAFT Annual Report 2018/2019

Page 41 of 64

The advocacy strategy 'Broken Hill – A Blueprint – Advocating for our Future' can be found online at: <u>https://www.brokenhill.nsw.gov.au/Council/Ot</u> her-strategies-documents/Advocacy-Strategy

#### CODE OF CONDUCT

Council resolved at its Ordinary Meeting held March 2019, to adopt the 2018 Model Code of Conduct for Local Councils in NSW and the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.

The adopted Model Code of Conduct sets the minimum ethical and behavioural standards of conduct for Council officials. Council officials are described as Councillors, members of staff, administrators, Council committee members, delegates of Council and Council advisers.

Council provided seven workshops, with a total of 147 FTE attendance. The objectives of the workshops were to highlight the personal responsibility of all Council Officials to ensure that their conduct complies with the ethical and behavioural standards as prescribed under the Model Code of Conduct and key changes made to the Model Code of Conduct.

#### ENTERPRISE RISK MANAGEMENT FRAMEWORK AND RISK MANAGEMENT IMPROVEMENT PLAN

Council acknowledges that risk is inherent in all its business activities and the pursuit of its objectives. Sound risk management is essential to ensure the achievement of its strategic objectives as detailed in the Community Strategic Plan.

Council recognises that an organisation without a robust system for managing risks is vulnerable to uncertainties and lost opportunities and is unlikely to be resilient in the face of change or adversity.

During 2018/19 Council's Executive Leadership Team approved a three-year project to fully review, restructure and align with Local Government industry best practice Councils current risk management policy, framework and systems. Key to the success of this project is the involvement of Council employees at all levels and provision of the skills and resources to ensure employees can carry out their work in an efficient, safe and sustainable way.

During the year the Risk/WHS team has worked with senior management and all employees to achieve the following during year one of a three-year project:

- Complete review/refinement of Council's 300 current safe work procedural documents with individual work teams.
- Upskilling of over 100 Council employees with nationally accredited training in relation to managing the transportation of goods loading and unloading of equipment in line with RMS chain of responsibility requirement also emergency management, first aid and high-risk work tasks.
- In partnership with Council's insurers, introduced a new fully integrated Risk and WHS online system which allows all employees to report incidents, manage risks, record actions and make fully informed decisions, quickly and simply using their mobile devices.
- Council will continue to adopt a structured, consistent and holistic approach to the management of risk at all levels and for all business activities through the integration of business, Work Health & Safety and environmental risk management into a common framework

Project implementation comes at no net cost to Council as it is being managed locally by Council's fulltime Risk/WHS officers and has been funded via partnership support from Council's insurers and the ongoing cost savings achieved due to significant reductions in both general insurance and workers compensation insurance premiums over the past two years.

DRAFT Annual Report 2018/2019

Page 42 of 64

#### Our leaders make smart decisions

#### SERVICE REVIEWS

Service Reviews continue to progress across several Council service areas. This self-assessment process enables Council to establish how effectively particular services meet community needs and expectations, each service's required resources and whether the service is being delivered in an efficient manner.

Service Reviews commenced during 2018/19 included:

- Trades
- Waste Collection
- Executive Support
- Human Resources (Recruitment)
- Information Technology
- Airport
- Cleaning Services
- Corporate Services Administration
- Corporate Services Governance

Information gathered through staff workshops, benchmarking, surveys, general data collection and process mapping led to some changes to ensure services align with available resources to provide the best possible operation of services for the community.

Some key outcomes include:

- Reviewing the Airport Fees and Charges to reduce the number of landing categories and reduce landing fees for most light aircraft users.
- Reviewing the lease arrangements for the Airport Kiosk and Terminal management so that Council can operate more efficiently.
- Introduction of paid parking at the Airport.
- Implementation of a rolling five-year Information Communication Technology Strategy.

Service Reviews are scheduled to continue through until the next Local Government Election in September 2020.

#### LEADERSHIP DEVELOPMENT PROGRAM

Council recognises that Values are an important building block and the foundation for achieving organisational goals and developing a cohesive and constructive Organisational Culture. It also acknowledges that Values describe what individuals consider important; representing wants, preferences, desires, likes and dislikes; therefore, important motivators of behaviour and behaviour change.

In an organisational context, clearly defined and understood Values set agreed, commonly accepted and appropriate behaviours for success and build trust in the workforce. Values define the 'right things' our leaders and employees should do and those behaviours that undermine achievement of goals.

Hence, reviewing and measuring Values alignment is an effective leadership development and cultural change tool.

Following consultation with staff, a draft set of new internal Organisational Values were developed in December 2018. Eighty two percent (82%) of the available workforce participated in the consultation workshops; including full time, part time and casual employees; demonstrating staff having a genuine interest in the sessions and a desire to influence the organisation's values. It was agreed that we would trial this draft set of values for 12 months to provide time to validate and verify their effectiveness.

To support the implementation of these Values, our Executive Leadership team (during 2018) and our Senior Management team (due to finish in 2019) have undergone an extensive Leadership Development Program.

By adopting a Values based leadership approach we aimed to ensure that our Values were more than words and were visible in our leaders' actions. Leaders developed a greater understanding of what it takes to be an effective leader; understanding character strengths, constructive leadership styles and emotional intelligence.

The leadership program has been delivered in quarterly workshops, through individual coaching and via webinars.

DRAFT Annual Report 2018/2019

Page 43 of 64

We unite to succeed in Australia's First Heritage listed City

#### COMMUNITY ASSISTANCE GRANTS

The Community Assistance Grants awarded for 2018/19 were:

#### Round 1:

- North Broken Hill Football club - \$1,900
- In One Accord
- \$4,000Broken Hill Eisteddfod Society
- \$4,000
- Broken Hill Repertory Society - \$3,300
- Broken Hill Model Flying Club
   \$1,400
- Broken Hill Zinc Bowling Club
   \$3,800
- Silver City Pastoral & Agricultural Assoc
   \$6,277
- Lions Club of Broken Hill
   \$660
- Broken Hill Community Inc \$2,400
- Broken Hill Minerals Club
   \$3,800
- Silver City Quilters Inc - \$1,900
- Broken Hill Greyhound Club - \$1,700
- Broken Hill Kart Club - \$5,300

#### Round 2:

- Broken Hill Civic Orchestra - \$2,199
- Broken Hill Philharmonic Society - \$3,500
- Broken Hill Harness Racing Club
   \$4,000
- Country Women's Association Broken Hill Branch
   \$1,270
- YMCA Broken Hill - \$5,000

#### JOINT ORGANISTATION

Council is part of a Joint Organisation which was formed to bring together four local Councils (Balranald, Broken Hill, Central Darling Shire and Wentworth) to ensure local government is well placed to support and address the unique challenges and complex needs of their local communities at a regional level, while considering broader reforms needed across all three levels of government in Far

DRAFT Annual Report 2018/2019

West NSW, improving service delivery and providing better community outcomes for Far West NSW.

The first Joint Organisation meeting was held in Broken Hill on 26 July 2018. A total of six face to face and video conference meetings were held by the Joint Organisation during the 2018/19 financial year.

#### FINANCIAL ASSISTANCE GRANTS

Local Government Financial Assistance Grants are paid to local councils to help them deliver services to their communities. These funds are paid annually by the Australian Government.

This source and level of funding is of great importance to Council areas such as Broken Hill City Council for the continued delivery of Council's services and infrastructure maintenance. The sustainability of Broken Hill City Council to deliver its day-to-day services and infrastructure upgrades to the community of Broken Hill is assisted by this Federal funding and without this, the services Council offers and delivers would reduce considerably.

During the 2018/19 financial year Council received \$4,194,707 General Purpose funding and \$492,280 Local Roads. The General Purpose funding has been utilised in the upkeep of the City's parks and gardens, airport maintenance and cultural services. The Local Roads funding has supported the annual reseal program for Broken Hill's streets and roads, which continues to assist Council in reducing the infrastructure maintenance backlog.

Council would like to thank its Local Member and Minister for Regional Services, Decentralisation and Local Government the Honourable Mark Coulton MP for the continual support of this important financial assistance.

Page 44 of 64

#### GRANTS RECEIVED 2018/19

During the 2018/19 reporting period Council's City Growth Co-Ordinator worked with the Broken Hill Football on the successful Jubilee Oval Upgrade application (\$2.568M) and with Crown Lands and Foundation Broken Hill on the Line of Lode redevelopment application (pending outcome \$15.1M). Council has also received \$2,452,358 under the NSW Resources for Regions Fund for new Airport fencing and lighting after several years' lobbying. This project will be rolled out in 2020/21.

Other funding received:

Received from	Funding for	Amount
Restart NSW – Regional Growth Activation Fund	Australia's Heritage Perfectly Highlighted – Projection and Lighting CBD buildings	\$750,000
Australian Government Department of Industry, Innovation and Science Drought Communities Extension Program	<ul> <li>Design for Browne Street road reconstruction</li> <li>Oxide Street Reconstruction</li> </ul>	\$1,000,000
Australian Government Department of Industry, Innovation and Science Smart Cities and Suburbs Program	<ul> <li>Lighting</li> <li>CCTV</li> <li>Smart bins</li> <li>Technology platforms</li> </ul>	\$342,236
NSW Government Department of Justice Community Safety Grant	CCTV and Lighting	\$159,804
Australian Government Department of Industry, Innovation and Science	CCTV and Lighting Sturt Park	\$53,782
NSW Government Regional Cultural Fund	Digitisation and cataloguing of collections from the Broken Hill Regional Art Gallery and the Albert Kersten Mining and Minerals Museum	\$667,574
Stronger Country Communities Fund Round 2	Working out - outside! Broken Hill Outdoor Gym Project	\$83,940
	Upgrade Sturt Park Children's Playground	\$273,444
Council sponsored Stronger Country Communities Fund	Napredak Club Refurbishment/Upgrade to existing Bocce Pitch Area	\$383,415
Round 2	The revitalisation of Kintore Reserve - Picnic Train Shade Shelters and BBQ Area Upgrade	\$8,603
	Lifeline: Too Good to Waste – saving the environment, saving lives – upgrade tip shop	\$664,226
	Silver City Swim Centre Pool Upgrade	\$197,350
	Broken Hill Motor Sport Facility Stage 1	\$73,150
NSW Office Environment and Heritage Local Government Heritage Studies Grant	Create a methodology that considers local, State and national significance of Broken Hill. This will be of benefit to other heritage places that may in the future have similar listings.	\$35,000
Australian Heritage Grant from Commonwealth Department Industry, Innovation and Science	National Heritage Values Planning Framework for Broken Hill	\$68,000
NSW Department of Industry	Small Business Week Workshops	\$5,000
NSW Department of Family	Youth Week events	\$1,800
and Community Services	Totem skateboarding event	\$1,500

DRAFT Annual Report 2018/2019

Page 45 of 64

#### ACHIEVED

Public forums were made available at each Council meeting to allow public input to a decision being made with:

• A total of 12 people speaking during the Public Forum Sessions of Ordinary Council Meetings held for the report period.

All public documents including business papers were made available on Council's website with:

- Business papers being uploaded to the website for each Council meeting in accordance with the Code of Meeting Practice.
- Council's Agency Information Guide being reviewed and adopted by Council at Council meeting 26 September 2018, Minute No. 45915.

When making decisions, Council considered social, environmental and economic sustainability resulting in:

• A total of 26 report recommendations being amended and three reports being deferred at Council meetings for the report period.

All conflicts of interest were declared in accordance with Council's Code of Conduct with:

- A total of seven declarations of interest made during Council Meetings for the report period.
- A total of twenty-five disclosures by Councillors and designated person returns, reported to September 2018 Council meeting.

The Council leadership group worked well together to serve the community by:
Attending 33 workshops and briefings.

Quarterly Budget Reviews were completed in accordance with guidelines resulting in:

• Quarterly budget reviews being presented to Council ahead of mandated regulatory time frames, with satisfactory results being achieved.

Long Term Financial Plan being reviewed with:

• Long Term Financial Plan adopted by Council on 26 June 2019, Minute No. 46097. Financial Statements were prepared on an annual basis in accordance with accounting standards and accounting codes with:

• The Financial Statements having a clean audit opinion and were in accordance with Australian Accounting Standards, the Office of Local Government Finance Code and the NSW Auditor Generals requirements.

Council continually managed risks and identified new risks by:

- Conducting a strategic review of the Risk Register.
- Audit committee meeting quarterly to review the Corporate Risk Register during the reporting period.

Six monthly Delivery Program progress reports were provided in accordance with IP & R Guidelines resulting in:

• Progress reports being provided to Council meetings on 26 August 2018 and 20 February 2019.

Developed a new Operational Plan in accordance with IP & R Guidelines resulting in:
Operational Plan adopted by Council on 26 June 2019, Minute No. 46096.

- Annual Report was prepared in accordance with IP & R Guidelines resulting in:
- 2017/2018 Annual Report adopted by Council on 26 September 2018, Minute No. 45957.

• Provision of Council's 2017/2018 Annual Report web link to OLG on 30 November 2018. Ensured Disability Inclusion Action Plan 2017-2021 is in accordance with legislative requirements by:

• Progress reports presented to Council meetings held 29 August 2018 and 27 March 2019.

Maintained good governance and best practice methods by:

• Ensuring compliance with various guidelines, legislation and report requirements.

DRAFT Annual Report 2018/2019

Page 46 of 64

#### ACHIEVED

Information and Communications Technology Strategy implemented by:

 Presentation and endorsement of Information and Communications Technology Strategy to the Executive Leadership Team on 22 February 2019.

Information management was maintained in accordance with legislation and decisions were made in a timely manner to ensure effective delivery resulting in:

• Full compliance achieved with State Records and Local Government Legislation. Encouraged attendance at meetings, briefings and committees resulting in:

- ncouraged attendance at meetings, brietings and committees resulting in:
- Councillors attendance at Ordinary and Extraordinary Council Meetings, as well as Committee meeting and Councillor Workshops and Briefings (see page 7 for individual details).

Encouraged representation on working groups and committees designed to address issues that may have impacted our local area:

• Councillor Committees delegation adopted 26 September 2018, Minute No. 45908. Monitored demographic changes within the community and considered the likely implications upon Council and the City resulting in:

• An annual assessment being provided to Council in August 2018.

- Continued to implement strategies to address Council's financial sustainability by: • Conducting a thorough review of all revenue streams to ensure appropriate fee
- recovery.
- Implementing smart technologies where possible to reduce ongoing operational costs.

Implemented service review framework by:

- Completing nine service reviews.
- Commencing a further seven service reviews.
- Improved management and reporting by:
- Completing 2017/18 PWC benchmarking survey with report received 20 December 2018.
- Executive Leadership Team PWC report briefing held 30 November 2018.

Increased leadership capacity within Council by:

- Executive Leadership Team members completing Leadership Development Program in November 2018.
- All Senior Management Team members attending Module 1 of the Leadership Development Program.
- Two new/future Leaders undertaking Cert IV or Diploma of Leadership skills.
- Four female leaders/future leaders participating in Compass Women in Leadership program.

Developed strong relationships with key government departments and personnel by:

- Mayor and General Manger meeting with various Ministers and Government bodies on 44 occasions and corresponding 53 times during the report period.
- Council raising 16 issues with various Ministers and Government bodies during the report period.

Developed working parties for key issues and projects impacting Council and the City, as follows:

- The Broken Hill Library, Community Hub and Cultural Precinct Project Control Group and Project Steering Group.
- Lighting and Projection Project.

Supported Council's Section 355 Committees in undertaking their duties with Council by retaining a strong volunteer base.

Developed, implemented and maintained a communication and community engagement strategy resulting in:

• Adoption of Communications and Community Engagement Strategy by Council on 27 June 2018, Minute No. 45842.

DRAFT Annual Report 2018/2019

Page 47 of 64

#### **ONGOING / IN PROGRESS**

Undertake service reviews on Council services to ensure effective delivery of service:
Nine service reviews have been completed and seven have commenced.

Continue to support local groups and individuals by attending and supporting events and activities providing a positive impact on the community.

Gain better understanding of possible alignments with stakeholders to ensure opportunities to work together are identified by developing and implementing Memorandums of Understanding, Agreements, Deeds, Partnerships and relationship.

Provide leadership, structure and support to the Community Round Table or equivalent body in their review and management of the Community Strategic Plan by continuing to facilitate and attend meetings and adhere to Section 355 Committee Framework.

Continue to maintain a strong relationship and regularly engage with the local State Member.

Continue to maintain a strong relationship and regularly engage with the local Federal Member.

Continue to maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers.

Advocate for a range of services necessary to meet community needs as required. Consider and further investigate the concept and potential for value through a strengthened whole of government approach for the Far West.

Develop and implement individual communications and engagement plans and

strategies for specific projects as required.

Educate the community in relation to issues and opportunities impacting upon Council and the community by:

• Preparing Fact and/or FAQ sheets as needed when matters of significance arise. Actively participate in undertaking presentations for community groups and associations in relation to Council activities, projects, challenges and opportunities.

#### UPCOMING

Development of Governance Framework, adopting best practice principles or governance arrangements and cultures.

Provide learning and networking opportunities for elected members.

Facilitate engagement activities to determine the community's long-term vision. Background information gathering in preparation for development of Community Strategic Plan 2040.

DRAFT Annual Report 2018/2019

Page 48 of 64



## ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

COUNCIL WEBSITE

### ACCESSIBILITY FIRST DESIGN

By partnering with OpenCities Council ensures its website and digital services platform maintains WCAG 2.0 "AA" standard compliance through an annual audit conducted by Vision Australia.



On 1 May 2019 Broken Hill City Council launched a renewed, refreshed and revitalised Council website.

In response to continued community feedback, a modern web platform was identified across a number of Council strategies as a key enabler for future prosperity. The project was carefully planned and

considered staff feedback throughout the process to ensure it met the business needs of all stakeholders.

The OpenCities product from Seamless CMS was identified as the preferred option due to their specialist local government website experience and welldesigned off-the-shelf product.

The new website marked a change in the way Council approaches its digital presence, with content responsibility

distributed across subject matter experts throughout the organisation.

Such a significant shift was made possible through over 90 hours of foundation training provided to approximately 50 participants by Council communications staff and reinforced with 40 hours of both structured and drop-in content workshops.

DRAFT Annual Report 2018/2019

Page 49 of 64

One of the key drivers of change was the need for an accessible and inclusive website as our Disability Inclusion Action Plan placed an impetus on providing digital content that meets the W3C Web Content Accessibility Guidelines 2.0 AA Standards.

Learning about the accessibility elements of content design and creation amplified a change in thinking among our staff that had begun with our Disability Inclusion Action Plan in 2017.

Subject matter experts who had previously been unaware of these guidelines embraced the principles and were soon crafting accessible and inclusive content.

Processes across the organisation were examined, reframed in a digital context and, where possible, transformed to realise productivity or efficiency gains.

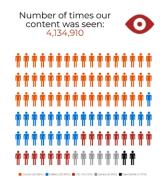
The flexibility, ease of use and accessibility of our new web forms provided us with such an opportunity.

Demonstrating our grassroots innovative culture, our Corporate Services team jumped at the opportunity and led the way in transforming our online forms.

They pioneered a reversal of process, whereby forms are now created digital first and users are encouraged to complete and submit them online.

Meanwhile our customer service team have access to automatically generated print on demand copies for those who prefer a pen and paper experience. Throughout the project a core group of our staff grew into digital ambassadors, who embraced the opportunity to digitally upskill and they are the seeds from which our smart city will grow.

#### 2019 Social Media Footprint



DRAFT Annual Report 2018/2019

#### PATTON PARK – AMENITIES UPGRADE

The Patton Park Revitalisation Project has increased the overall usage of the facility with the inclusion of state-of-the-art amenities that are fully accessible to Australian Standards and Legislation.

The Patton Street Park is the premier park located in South Broken Hill and primarily services some 4,000 residents, being used for outdoor community activities through the organisation of the Patton Village Community and Business Association however, the revitalisation of these amenities has seen the park frequented by many more residents and tourists alike and more events have been held.

The upgrades included all new play equipment, accessible toilets, paths, shelters, barbecues and landscaping.

The refurbishment was funded through the NSW Government's Stronger Country Communities and NSW Community Safety Funds and by the Environmental Lead program and Broken Hill City Council.



Patton Park Amenities Upgrade



Page 50 of 64

## FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

#### ACHIEVED

Customer Service Framework incorporates inclusion and accessibility awareness and effective methods for communication with customers who may have a disability. Staff attended autism awareness training.

Inclusion awareness campaigns conducted with the Library holding Storytime during Hearing Awareness Week and the GeoCentre hosting the Annual Lifeline Art Exhibition. Supported the NDIS information and preplanning hubs, National Reconciliation Week, Positive Partnerships Autism Awareness, Inclusive Tourism Online Learning (internal promotion), Stress Down Day and International Day of People with a Disability community event.

Hosted programs/events with disability and inclusion as part of human experience, at the Library and workshops for Marri Ma Health group clients at the Gallery.

#### **ONGOING / IN PROGRESS**

Completion of awareness training materials for inclusion in induction and/or refresher courses.

Annual hosting of programs/events including disability as part of the human experience and cultural expression.

#### UPCOMING

Council training course materials for induction and refresher sessions to incorporate disability inclusion.

## FOCUS AREA 2: LIVEABLE COMMUNITIES

#### ACHIEVED

Funding received from Roads and Maritime Services to develop a city-wide Pedestrian Access and Mobility Plan; the Plan upgraded to an Active Transport Plan which also incorporates a bike plan. Consultation and progress of the footpath works to be reported to the DIAP Monitoring group.

Patton Park Refurbishment Project including state-of- the- art amenities unit that is fully accessible to Australian Standards and Legislation. The amenities block construction was completed in April 2019.

Civic events included a disability plan.

Advertising and marketing information introduced for the Art Gallery and GeoCentre. Information uploaded to Council webpage.

The Library established the following for ATSI people; a collection of Early Literacy resources; a collection of resources in the library for reluctant readers; engaged with aboriginal community in holding NAIDOC Storytime session in Library; engaged with Community Hub 123, mini library and planning future program at centre.

The Library supported the community to access the Library through the provision of accessible furniture installation, software and library resources and engagement with the local community.

Collection of resources in the Library for reluctant readers and purchase of books, such as braille.

The Art Gallery hosted workshops for Maari Ma health group clients. The Gallery and Museum make regular adjustments to programs for people with disability to attend. Gallery exhibitions are increasingly becoming a lot more interactive, including sound elements with recorded stories.

Civic Centre access features completed with lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs.

DRAFT Annual Report 2018/2019

Page 51 of 64

#### **ONGOING / IN PROGRESS**

Access to public facilities to be included in the Pedestrian Access and Mobility Plan review scope of works and funding has been received to progress the project by the Roads and Maritime Services.

Development of information sheet, listing features and including pictures of Council public toilets to enable families to decide on suitability of access for their needs.

Online training for Council staff to support the increase and promote access and including of events.

Completion of listing of accessible features of Library, Art Gallery and GeoCentre buildings. Investigation of accessibility features of Council buildings underway and development of PDFs showing Council building access features and activities hosted within buildings to be developed.

Investigation of information about the access features of playgrounds (including fencing).

#### UPCOMING

Development of consultation plan to discuss the upgrade of public facilities for disability access.

Map of accessible Council public toilets.

Development of Accessible and Inclusive Event Guidelines.

Development of Accessible Meeting Guidelines including templates.

Creation of Library Social Story about going to the Library (or Storytime within the Library), to enable children with autism and children who experience anxiety to be more comfortable attending these places and events.

Development of Accessible accommodation guide.

Establishment of a work plan and budget for Administrative Centre and Visitor Information Centre access features.

DRAFT Annual Report 2018/2019

Page 52 of 64

## FOCUS AREA 3: SYSTEMS AND PROCESS

#### ACHIEVED

Website accessibility audit of brokenhill.nsw.gov.au completed and findings used in the scope for new website.

Business case completed and new Council website deployed. Complaints Management Policy adopted.

#### **ONGOING / IN PROGRESS**

Review of Council's supplier agreements, expression of interest/request for quotation and tender documents to ensure that the appropriate parameters are in place for procurement of goods in progress.

Review of community engagement processes to enable input by people with a disability on the development and progress of Council plans.

Review and update of the Local Emergency Management Plan (LEMP) and Pollution Incident Response Management Plan (PIRMP).

Review of Council's emergency evacuation procedures completed and updated documentation under development.

#### UPCOMING

Development of guidelines and checklist for written information produced by Council to be easier to read both in form and content; providing alternative format materials or communication options.

Development of Complaint Handling procedure; including handling of customer service requests to ensure better access for people with disability.

## FOCUS AREA 4: EMPLOYMENT

#### ACHIEVED

Membership of the Australian Network on Disability.

Recruitment service review undertaken.

IT Strategy review undertaken with workshops and fact-finding exercise.

#### **ONGOING / IN PROGRESS**

Review of recruitment and employment policies, procedures and processes.

DRAFT Annual Report 2018/2019

Page 53 of 64

## SECTION 2: STATUTORY REQUIREMENTS

#### Local Government Act 1993 and General Regulation Reporting Requirements

In accordance with the NSW Office of Local Government's Integrated Planning and Reporting requirements, Council must:

- 1. Prepare an annual report within 5 months of the end of the financial year;
- 2. Provide a copy to the Minister for Local Government (via the Office of Local Government); and
- 3. Post a copy of the Annual Report on Council's website.

Council's Annual Report must include the following information:

- 1. Council's achievement in implementing the Delivery Program as Section 1;
- 2. Council's implementation of the Disability Inclusion Action Plan 2017-2021 as Section 2;
- 3. A copy of Council's required audited financial report is included as Section 3.

#### **Environmental Upgrade**

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406: No data to report for 2018/19.

#### **Special Variation**

Report on activities funded via a special rate variation of general income including Special Rate Variation Guidelines\* (SRV Guidelines) 7.1: No data to report for 2018/19.

AMOUNT OF RATES AND CHARGES		
WRITTEN OFF 2018/19 \$		
Total pensioner	591,128.26	
concession	371,120.20	
LESS subsidy	322,138.15	
reimbursement	322,130.15	
NETT Pensioner amount	268 990 11	
written off by Council		
Concessions – additional	1/2/70/	
pension rebate	16,367.96	
Bad debts written off	0	
Roundings	0	
TOTAL	285,358.07	

LEGAL PROCEEDINGS		
Summary of the amounts incurred by the Council in relation to legal proceedings		Status
Animal Control	\$396	Complete
Corporate Litigation	\$5,199,355	Ongoing
TOTAL	\$5,199,751	

DRAFT Annual Report 2018/2019

Provision of dedicated office equipment allocated to councillorsNilTelephone calls made by councillors (includes internet costs)*7,600.52Attendance of councillors at conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNilTOTAL52,474.42	COUNCILLORS PAYMENT OF EXPENSES AND PROVISION OF FACILITIES S		
councillorsNilTelephone calls made by councillors (includes internet costs)*7,600.52Attendance of councillors at conferences and seminars29,416.73Training of councillors and 	Provision of dedicated office		
Telephone calls made by councillors (includes internet costs)*7,600.52Attendance of councillors at conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Dverseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNillExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses and the provision of facilities for Mayors and CouncillorsNillExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNill	equipment allocated to		
councillors (includes internet costs)*7,600.52Attendance of councillors at conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Dverseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNillExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNillExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNill		Nil	
costs)*7,600.52Attendance of councillors at conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Dverseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil	Telephone calls made by		
Attendance of councillors at conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil	councillors (includes internet		
conferences and seminars29,416.73Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil		7,600.52	
Training of councillors and provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
provision of skill development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil		29,416.73	
development1,904.17Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Dverseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
including transport, accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Expenses visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil		1,904.17	
accommodation and other out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses13,554.00Expenses visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
out-of-pocket travelling expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
expenses13,554.00Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil		10 55 4 00	
including transport, accommodation and other out-of-pocket travelling expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil		13,554.00	
accommodation and other out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
out-of-pocket travelling expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in 			
expensesNilExpenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil		N.:.	
partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil		INII	
accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil	1 1 7		
of expenses and the provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil			
provision of facilities for Mayors and Councillors Nil Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil	1,		
Mayors and CouncillorsNilExpenses involved in the provision of care for a child of, or an immediate family member of, a councillorNil			
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor Nil		Nil	
provision of care for a child of, or an immediate family member of, a councillor Nil			
of, or an immediate family member of, a councillor Nil	•		
member of, a councillor Nil			
		Nil	
		52,474.42	

\*Unable to disaggregate costs.

Page 54 of 64

CONTRACTS OVER \$150,000			
Details of each contract awarded for amounts greater than \$150,000			
Contractor Goods / Service Provided		\$	
Johnsons Truck and Coach Service Pty Ltd	Supply 2 Hino Trucks	337,818	
Infrastructure Logic Pty Ltd	Supply Smart Lighting, CCTV and IOT Platform	541,000	
GBM Consulting Services Pty Ltd	Ashphalt Reconstruction of failed flexible pavement	1,100,520	
Robbie Rowlands	Supply Artwork for the Riddiford Sculpture Symposium	240,000	
Sliver Bullet Projects Pty Ltd	Supply CBD lighting projection	1,527,273	

FINANCIAL ASSISTANCE TO COMMUNITY UNDER \$356 OF THE LOCAL GOVERNMENT ACT 1993		
MISCELLANEOUS SUBSIDIES	\$	
AFL Broken Hill	50,000.00	
Alma Public School	100.00	
Broken Hill Art Exchange Inc	10,000.00	
Broken Hill Civic Orchestra Inc	2,199.00	
Broken Hill Community Inc	2,400.00	
Broken Hill Eisteddfod Society	4,000.00	
Broken Hill Harness Racing Club	4,000.00	
Broken Hill High School	100.00	
Broken Hill Kart Club	5,300.00	
Broken Hill Lions Club	600.00	
Broken Hill Mineral Club	3,454.55	
Broken Hill Model Flying Club	1,400.00	
Broken Hill Philharmonic Society	3,500.00	
Broken Hill Public School	100.00	
Broken Hill Repertory Society Inc	3,300.00	
Broken Hill Soccer Association	6,800.00	
Burke Ward Public School	100.00	
Country Womens Association NSW Broken Hill Branch	1,270.00	
Far West Local Health District	2,500.00	
In One Accord	4,000.00	
Morgan Street Public School	100.00	
North Broken Hill Football Club	1,900.00	
Railwaytown Public School	100.00	
Sacred Heart College	100.00	
School of the Air	100.00	
Silver City Pastoral & Agricultural Assoc Inc	5,706.36	
Silver City Quilters Inc	1,900.00	
Willyama High School	100.00	
YMCA NSW	5,000.00	
YMCA of Broken Hill	100,000.00	
Zinc Broken Hill Bowling Club Inc	3,800.00	
TOTAL	223,929.91	

DRAFT Annual Report 2018/2019

Page 55 of 64

FINANCIAL ASSISTANCE TO COMMUNITY UNDER \$356 OF THE LOCAL GOVERNMENT ACT 1993		
RATE SUBSIDIES	\$	
Silver City Motorcycle Club	5,127.55	
West Broken Hill Rifle Club	8,723.10	
Silver City Rifle Club	8,723.10	
Broken Hill Gun Club	2,889.95	
Silver City Small Bore Rifle	1,871.45	
Broken Hill Pistol Club	2,658.50	
Broken Hill Rifle Club	6,963.90	
Mr C J Bright for Kantappa Station	531.15	
TOTAL	37,488.70	

GENERAL MANAGER REMUNERATION<br/>PACKAGE\* (01/07/2018 – 30/06/2019)Statement of the total remuneration<br/>comprised in remuneration package of<br/>the General ManagerTotal Remuneration\*\$275,378.00

\* Includes Salary, performance payments (where paid), superannuation, non-cash benefits, reportable FBT. SENIOR STAFF MEMBERS EMPLOYED BY<br/>COUNCIL\* (01/07/2018 – 30/06/2019)Statement of the total remuneration<br/>comprised in remuneration package of<br/>all senior staff members, expressed as<br/>the total (not of individual members)Total Remuneration\*\$400,000.00

\* Includes Salary, performance payments (where paid), superannuation, non-cash benefits, reportable FBT.

#### Works Carried Out On Private Land

Resolutions made under Section 67 concerning work carried out on private land: No data to report for 2018/19.

## Statement of all external bodies that exercised functions delegated by council Reg cl 217(1)(a6) – Section 355 Committees

Council currently has 11 external bodies (Section 355 Committees), that exercised functions delegated by Council. These committees were established in accordance with the provisions of Section 355 and Section 377 of the *Local Government Act* 1993.

The committees are formed to assist Council in the management of a particular service or facility of Council. Council aims to appoint committees which are representative of the local community, or interest group of the particular service/facility.

Council's Section 355 Committees are:

- Alma Oval Community Committee
- Broken Hill Heritage Committee
- Broken Hill Regional Art Gallery Advisory Committee
- BIU Band Hall Community Committee
- Community Strategic Plan Round Table Committee
- ET Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee

DRAFT Annual Report 2018/2019

Page 56 of 64

#### Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest. cl 217(1)(a7)

Council held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate or other body during the financial year 2018/19.

#### Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year Reg. cl 217(1)(a8)

During 2018/19, Council participated in the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies:

- Far West Joint Organisation
- State Emergency Services
- Broken Hill University Department of Rural Health - The Australian Prevention Partnership Centre
- YMCA
- Regional Development Australia
- Food Regulation Partnership
- PCYC
- Solar Film Festival
- NSW Trains Broken Heel Festival train
- Regional Express Airlines
- Broken Hill Environmental Lead
   Centre
- Broken Hill South Rotary
- St Patricks Race Club
- Sydney Writers Festival Limited
- Broken Hill Historical Society Inc
- NSW Emergency Services Property Levy
- West Darling Regional Arts Board
- Destination Network Country &
- Outback
- Destination NSW
- Flinders Ranges Tourism Operators
   Association
- South Australian Visitor Information
   Centre Network
- State Library New South Wales
- State Archives and Records NSW
- Journey Beyond Rail Great Southern Rail
- Lifeline Broken Hill

A statement detailing the stormwater management services provided (if levied). Reg cl 217(1)(e): No data to report for 2018/19.

#### A statement detailing the coastal protection services provided (if levied). Reg cl 217(1)(e1): No data to report for 2018/19

#### Equal Employment Opportunity Target Groups

Encouraging young people to take up careers in local government, attracting and retaining mature aged workers with valuable experience and skills and engaging with under-utilised sections of the labour market such as women with young children, carers, people with disabilities, Indigenous people and people from culturally diverse backgrounds will assist to strengthen the organisation's ability to meet its future workforce needs.

#### **Employee Satisfaction**

The number of employee grievances an organisation receives is one measure of employee satisfaction levels and the wellbeing of the working environment. Council has a number of mechanisms in place for employees to raise awareness for identifying and responding to grievances, including policy and procedures; Workplace Consultative Committee and EEO Contact Officers.

EQUAL FARDLOVAGENT OPPOPTUNITY AND

DIVERSITY INITIATIVES		
IMPLEMENTED	% OF STAFF PARTICIPANTS	
Formal flexibility agreement	<15%	
Flexible leave arrangements (TIL)	30%	
Regular part time work	<12%	
Rostered/accrued days off	88%	
Regular or occasional working remotely	27%	
Job sharing	0%	
Unpaid leave for carers of people with special needs	0%	

YEAR	NO. GRIEVANCES LODGED
2018/19	0

DRAFT Annual Report 2018/2019

Page 57 of 64

CAPITAL WORKS PROJECTS 2018/19	\$
25 PCs/Tablets or Laptops	15,023.34
3 Way Tipper Truck	78,181.82
Admin Building Refurbishment	22,006.41
Admin Building Landscaping Refurbishment	35,282.90
Administration Building Lift Replacement	194,793.65
AJ Keast Park - Irrigation Pump Replacement	8,275.00
Amazone Profihopper Scarifier	78,055.23
Aquatic Centre	23,999.58
- Construct cul-de-sac	20,777.00
Aquatic Centre - Replacement of Chemical Treatment Tank	5,634.40
Aquatic Centre Filtration System Chemical Probe Replacement	6,374.80
Aquatic Centre First Aid Room Air Conditioning System	1,795.00
Aquatic Centre Repair Handrails 25m Pool and Hydro Pool	16,810.00
Aquatic Centre UV Lamp Replacement	3,587.60
Aquatic Centre - 25m Pool Sand Filter and Lateral Replacement	40,650.00
Broken Hill Cemetery - Cremation Rose Garden Extension	41,423.66
Broken Hill Tennis Association Infrastructure Renewal	131,402.00
Cemetery Office Replacement	55,470.29
Civic Centre Restoration Works	8,091,342.26
Data Storage Shelf	46,660.00
Fencing Regeneration Area	58,285.89
Kintore Headframe Carpark Refurbishment	202,610.81
Library - Air Conditioner No 2 Replacement	12,737.00
Library - Electronic adjustable Desks	6,418.45
Library - Replacement Furniture	6,639.00

CAPITAL WORKS PROJECTS	
2018/19	\$
Litter Fencing Upgrade	55,390.00
Living Desert Solar Gate - Camping Grounds	8,990.00
Local Road Reseals	111,878.30
Meeting Room Upgrade	58,098.70
Memorial Oval - Repairs to War Monument	98,757.21
Memorial Oval Judges Box Stairs	11,382.32
Memorial Oval Photo Finish Lighting	6,956.18
Mentay Cricket Pitch Roller	37,370.00
North Mine Hall - Air Conditioning Replacement	22,000.00
Oxide Street Reconstruction	1,191,769.87
Patton Park - Amenities Building	261,000.98
Patton Park Revitalisation Project	546,037.90
Purchase of 17 Wills Street	3,186.82
Reconstruction of Clarke Lane off Bonanza Street	16,026.90
Reconstruction of Kanandah Road	1,013,008.69
Remediate Septic System - Living Desert	13,900.00
Aquatic Centre - Replace Indoor Pool Lighting	20,640.20
Roads and Pathways Sealing at Living Desert	5,796.94
Servers, Computers, Software	8,388.27
Smart City Bins	143,190.22
Stormwater Drainage - Wyman Lane to Wyman Street	8,912.80
Telephone Network Upgrade	189,105.23
Tipper Truck x 2	337,818.18
Toyota Prado GLX	59,941.72
Truck Hoist	6,541.86
Various Stormwater Drainage	27,462.72
Water Tanker	231,950.00
TOTAL	13,678,961.11

DRAFT Annual Report 2018/2019

Page 58 of 64

## Companion Animals Act 1998 and Companion Animals Regulation 2008

POUND DATA: ANIMAL CONTROL STATISTICS 2018/19				
Activity		Total Dogs	Total Cats	
Seized		521	520	
Returned/Released to Owner		257	17	
Left at Council's mini-pound/drop off facility		-	-	
Surrendered		69	37	
Number microchipped		30	298	
Released for re-homing		303	242	
COMPLIANCE WITH COMPANION ANIMAL ACT 988 ANIMAL REGULATION 2008	3 (CA A0	CT) AND THE COM	PANION	
Dog Attacks	to of ar Du	Council lodged compliant returns to the Office of Local Government of pound data collection returns and dog attack incident data. During 2018/19 there were 12 dog attack incidents recorded.		
Community Education Programs	cc	Council did not implement any community programs during 2018/19.		
Strategies To Promote De-Sexing	inf rel be ar av Ac de	Council constantly updates information on its webpage in relation to Companion Animals and benefits associated with desexed animals. Pamphlets and flyers are available at Council's Administrative Centre promoting desexing.		
Strategies To Comply With Section 64 of the Companion Animals Act 1998	wi ory fin cc Cc ap	Council is working collaboratively with local animal rescue organisations. During the 2018/19 financial year 303 dogs and 242 cats were released for rehoming. Council's euthanasia rate is approximately 6% of the total number of impounded animals.		
Dog Off Leash Areas	ar	Council provides two dog off leash areas for the residents of Broken Hill to exercise their dogs: • Patton Park – Broken Hill South • Queen Elizabeth Park – Broken Hill North		
Funding	sp Ma the	There was no additional funding spent on Companion Animal Management and activities other than providing animal control services.		

DRAFT Annual Report 2018/2019

Page 59 of 64

#### **Carers Recognition Act 2010**

Council auspices several carer programs and activities to support carers in their caring role. Council maintains a record of staff who identify as 'carers' as defined under the Act and are considerate of the impact this may have on their work life.

The Workplace Consultative Committee are kept up to date on changes in legislation impacting carers and the role of the organisation in supporting those staff. Further information on carer activities and education is frequently distributed throughout the Council and to various community stakeholders.

#### **Disability Inclusion Action Plan**

Council's Disability Inclusion Action Plan 2017-2021 was adopted by Council on 28 June 2017, minute number 45563. The Plan was created with the input of the Disability Inclusion Action Plan Working Party and the many community members who gave comments via survey or in face-to-face consultations. Many organisations also assisted Council to engage people with disability to participate in this process including the Rural and Remote Autism Network; NSW Ability Links Orana Far West; YMCA Broken Hill (and YMCA NSW); CareWest; Silverlea Services; Silverlea Early Childhood Services; Life Without Barriers; and the NSW Department of Family and Community Services Far West/Murrumbidgee District. In addition, staff within Broken Hill City Council provided significant contributions to the development of this Plan.

#### **Environmental Planning and Assessment Act 1979**

No data to report for 2018/19.

## Recovery and threat abatement plans in accordance with Fisheries Management Act 1994, s220ZT(2)

No data to report for 2018/19.

INSPECTIONS OF PRIVATE SWIMMING POOLS 2018/19 IN ACCORDANCE V POOLS ACT 1992, S 22F (2) AND THE SWIMMING POOLS REGULATION 2008	
Number of inspections of tourist and visitor accommodation	1
Number of inspections of premises with more than 2 dwellings	0
Number of inspections that resulted in issuance a certificate of compliance under section 22D of the Act	31
Number of inspections that resulted in issuance a certificate of non- compliance under clause 18BA of the Regulation	18

DRAFT Annual Report 2018/2019

Page 60 of 64

#### Government Information (Public Access) Act 2009 and Regulation

Council is committed to the following principles regarding public access to documents and information:

- Open and transparent government
- Consideration of the overriding public interest in relation to access requests
- Proactive disclosure and dissemination of information
- Respect for the privacy of individuals

Council is committed to the principle of open government as set out in its Code of Business Practice Policy. During 2018/19 Council received six applications under the Government Information (Public Access) (GIPA) Act 2009. In each case, the application was processed within the statutory timeframe. The statistical information below regarding access applications to Council in 2018/19, is provided in accordance with Schedule 2 of the Government Information (Public Access) Regulation 2009.

SUMMARY OF APPLICATIONS UNDER GIPA ACT	1 JULY 2018 – 30 JUNE 2019
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*	
Private sector business - Access granted in full	1
Members of the public (by legal representative) - Access granted in full	2
Members of the public (other) - Access granted in full	1
Members of the public (other) - Access refused in full	1
Members of the public (other) - Information not held	1
*More than one decision can be made in respect of a particular access applicati recording must be made in relation to each such decision	on. If so, a
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*	
Access applications (other than personal information applications) - Access granted in full	2
Access applications (other than personal information applications) - Access refused in full	1
Access applications (other than personal information applications) - Information not held	1
Applications that are partly personal information applications and partly other	2
*A personal information application is an access application for personal informat in clause 4 of the Schedule 4 to the Act) about the applicant (the applicant being	ion (as defined g an individual)
INVALID APPLICATIONS	
No data to report for 2018/19. CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISC	CLOSURE:
MATTERS LISTED IN SCHEDULE 1 OF THE ACT	
No data to report for 2018/19.	
OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS L TO SECTION 14 OF THE ACT	ISTED IN TABLE
No data to report for 2018/19.	
TIMELINES	
Decided within the statutory timeframe (20 days plus and extensions)	6
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE O OUTCOME)	F REVIEW AND
No data to report for 2018/19.	
NUMBER OF APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE APPLICANT)	OF
No data to report for 2018/19.	
NUMBER OF APPLICATIONS TRANSFERRED TO OTHER AGENCIES	
No data to report for 2018/19	

DRAFT Annual Report 2018/2019

Page 61 of 64

**Public Interest Disclosures Act 1994 and Regulation 2011** Section 31 of the *Public Interest Disclosures Act 1994* requires each public authority, within 4 months after the end of each reporting year, to prepare an annual report on the public authority's obligations under the Act for submission to the Minister responsible for the public authority. A copy of this report is also to be provided to the Ombudsman.

	THE PUBLIC INTEREST DISCLOSURES REGULATION 2011, REQUIRES THE FOLLOWING INFORMATION TO BE INCLUDED IN THE PUBLIC INTEREST DISCLOSURES ANNUAL REPORT:					
INFO	REQUIREMENT	STATISTIC				
(a)	The number of public officials who have made a public interest disclosure to the public authority	Nil				
(b)	The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following:	Nil				
	i) corrupt conduct	Nil				
	ii) maladministration	Nil				
	<ul> <li>iii) serious and substantial waste of public money or local government money (as appropriate)</li> </ul>	Nil				
	iv) Government information contraventions	Nil				
	<ul> <li>v) local government pecuniary interest contraventions</li> </ul>	Nil				
(c)	The number of public interest disclosures finalised by the public authority	Nil				
(d)	Whether the public authority has a public interest disclosure policy in place	A copy of Council's Reporting of Public Interest Disclosures Policy is available on Council's website www.brokenhill.nsw.gov.au				
(e)	What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E (1) (b) of the Act have been met.	Council's Reporting of Public Interest Disclosures Policy is available on Council's website. Training is provided to new staff during induction and links to the Policy are available on the staff intranet. Information on Policies and Procedures is also included in Council's Corporate Induction Program.				

DRAFT Annual Report 2018/2019

Page 62 of 64

# DOING BUSINESS WITH COUNCIL

#### CUSTOMER RELATIONS

The Customer Relation team is Council's first contact point for the community. The Customer Relations team is available for face-to-face and telephone enquiries from 8.30am to 5pm, Monday to Friday. Council's cashier closes at 4pm daily.

#### PUBLIC OFFICER

Council's Public Officer can provide information on Council's plans, policy documents and information under the Government Information (Public Access) Act.

#### COUNCIL NOTICES

Council advertises regularly in the Barrier Daily Truth newspaper, including information about proposed developments, draft policies, positions vacant, tenders, quotations, public notices and Council meeting dates and times. Council advertises in other publications when relevant.

#### COUNCIL'S WEBSITE

Council's website can be accessed at www.brokenhill.nsw.gov.au. The website includes information about Council services, media releases, positions vacant, booking information for Council facilities. Public documents can also be accessed on the website and includes Business Papers, Integrated Panning and Reporting documents, Plans and Policies.

#### CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and forwarded to:

Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880 Email: <u>council@brokenhill.nsw.gov.au</u>

## COUNCIL CONTACT Directory

HOW?	CONTACT DETAILS		
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880		
POST	Broken Hill City Council PO Box 240 Broken Hill NSW 2880		
PHONE	08 8080 3300		
FAX	08 8088 3424		
EMAIL	<u>council@brokenhill.nsw.gov.au</u>		
OPENING HOURS	8.30am to 5pm Monday to Friday Cashier closes at 4pm		
EMERGENCY NUMBERS			
ANIMAL CONTROL	02 8579 0325		
PARKS & ROADS	0408 858 368		

DRAFT Annual Report 2018/2019

Page 63 of 64

## SECTION 3: FINANCIAL STATEMENTS 2018/2019 APPENDIX

DRAFT Annual Report 2018/2019

Page 64 of 64

# **Broken Hill City Council**

ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2019

A vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.



# Broken Hill City Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2019

A vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.



Financial Statements 2019

General Purpose Financial Statements for the year ended 30 June 2019

Contents	Page
1. Understanding Council's Financial Statements	3
2. Statement by Councillors & Management	4
<ul> <li>3. Primary Financial Statements:</li> <li>Income Statement</li> <li>Statement of Comprehensive Income</li> <li>Statement of Financial Position</li> <li>Statement of Changes in Equity</li> <li>Statement of Cash Flows</li> <li>4. Notes to the Financial Statements</li> </ul>	5 6 7 8 9 <b>10</b>
<b>5. Independent Auditor's Reports:</b> On the Financial Statements (Sect 417 [2]) On the Financial Statements (Sect 417 [3])	69 72

## Overview

Council of the City of Broken Hill is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

240 Blende Street Broken Hill NSW 2880

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- · principles applying to the exercise of functions generally by council,
- · principles to be applied when making decisions,
- · principles of community participation,
- principles of sound financial management, and
- · principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.brokenhill.nsw.gov.au

Financial Statements 2019

General Purpose Financial Statements for the year ended 30 June 2019

## Understanding Council's Financial Statements

#### Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their council and community.

#### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2019.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

#### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

#### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

#### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

#### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

#### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

#### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

#### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

- 1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
- 2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

#### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Page 3 of 77

Financial Statements 2019

General Purpose Financial Statements for the year ended 30 June 2019

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the Local Government Act 1993 (NSW) (as amended) and the regulations made thereunder,
- · the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

#### To the best of our knowledge and belief, these statements:

- · present fairly the Council's operating result and financial position for the year
- · accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 August 2019.

Darriea Turley AM Mayor 28 August 2019

James Roncon

28 August 2019

General Manager

MA Dooe

Marion Browne Councillor 28 August 2019

Jall

Jay Nankivell Responsible Accounting Officer 28 August 2019

P8984 6P77

### Financial Statements 2019

**Income Statement** 

for the year ended 30 June 2019

Original unaudited budget 2019			Actual 2019	Actua 2018
\$ '000		Notes	\$ '000	\$ '00
	Income from continuing operations			
	Revenue:			
17,780	Rates and annual charges	3a	18,041	17,40
4,085	User charges and fees	3b	11,125	3,84
1,182	Interest and investment revenue	3c	1,548	92
550	Other revenues	3d	685	51
5,804	Grants and contributions provided for operating purposes	3e,3f	6,272	5,95
1,826	Grants and contributions provided for capital purposes	3e,3f	2,813	9
	Other income:			
220	Net gains from the disposal of assets	5	_	2
_	Net share of interests in joint ventures and associates using the equity method	14	1,461	
31,447	Total income from continuing operations		41,945	28,75
	Expenses from continuing operations			
14,041	Employee benefits and on-costs	4a	14,235	13,74
605	Borrowing costs	4b	788	62
5,699	Materials and contracts	4c	11,575	8,55
6,902	Depreciation and amortisation	4d	6,941	7,79
4,155	Other expenses	4e	4,708	4,11
_	Net losses from the disposal of assets	5	581	
31,402	Total expenses from continuing operations		38,828	34,84
45	Operating result from continuing operations		3,117	(6,084
45	Net operating result for the year		3,117	(6,084
45	Net operating result attributable to council		3,117	(6,084

(1,781)	Net operating result for the year before grants and contributions provided for capital purposes	304	(6,181)

<sup>(1)</sup> The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Income Statement should be read in conjunction with the accompanying notes.

Page 5 of 77

Financial Statements 2019

Statement of Comprehensive Income for the year ended 30 June 2019

	2019	2018 1
	\$ '000	\$ '000
Net operating result for the year (as per Income Statement)	3,117	(6,084)
Total comprehensive income for the year	3,117	(6,084)
Total comprehensive income attributable to Council	3,117	(6,084)

<sup>(1)</sup> The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Page 6 of 77

Financial Statements 2019

# Statement of Financial Position as at 30 June 2019

Notes	2019 \$ '000	2018 <sup>1</sup> \$ '000
6(a)	15,473	27,509
6(b)	9,000	1,000
		4,766
		115
8D		155
	30,457	33,545
7	47	75
-	,	213,974
14		
	219,918	214,049
	250,375	247,594
10	3,664	5,758
10	129	139
10	570	628
11	4,060	4,269
	8,423	10,794
10	12,522	13,075
11	8,729	6,141
	21,251	19,216
	29,674	30,010
	220,701	217,584
12a	111.884	108,767
12a	,	108,817
	220,701	217,584
	220,701	217,584
	6(a) 6(b) 7 8a 8b 7 9 14 10 10 10 10 10 11 11	Notes $\$$ '0006(a)15,4736(b)9,00075,3118a1228b55130,4577479218,410141,461219,918250,375103,6641012910570114,0608,4231012,522118,72921,25129,674220,70111,88412a111,88412a111,884

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Page 7 of 77

## Statement of Changes in Equity for the year ended 30 June 2019

		2019			<b>2018</b> <sup>-1</sup>		
	Accumulated surplus \$ '000	IPP&E revaluation reserve \$ '000	Total equity \$ '000	Accumulated surplus \$ '000	reserve	Total equity \$ '000	
Opening balance	108,767	108,817	217,584	114,851	108,817	223,668	
Net operating result for the year	3,117	-	3,117	(6,084)	-	(6,084)	
Total comprehensive income	3,117	_	3,117	(6,084)	_	(6,084)	
Equity – balance at end of the reporting period	111,884	108,817	220,701	108,767	108,817	217,584	

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Page 8 of 77

Page 115

Financial Statements 2019

Statement of Cash Flows for the year ended 30 June 2019

Original unaudited budget 2019		Actual 2019	Actual 2018
\$ '000	Notes	\$ '000	\$ '000
Cash flows from operating activities			
Receipts			
17,247 Rates and annual charges		17,858	17,393
3,962 User charges and fees		14,122	2,097
693 Investment and interest revenue received		1,478	888
<ul> <li>7,401 Grants and contributions</li> <li>Bonds, deposits and retention amounts received</li> </ul>		7,695	6,047 2
533 Other		1,309	3,652
Payments		1,000	0,002
(13,620) Employee benefits and on-costs		(14,490)	(13,568)
(5,528) Materials and contracts		(13,962)	(10,689)
(605) Borrowing costs		(602)	(530)
<ul> <li>Bonds, deposits and retention amounts refunded</li> </ul>		(28)	(0.450)
(4,030) Other Net cash provided (or used in) operating	13b	(4,883)	(3,152)
6,053 activities	100	8,497	2,140
			2,140
Cash flows from investing activities			
Receipts			
<ul> <li>Sale of investment securities</li> </ul>		-	1,004
220 Sale of infrastructure, property, plant and equipment		147 36	196 47
<ul> <li>Deferred debtors receipts</li> <li>Payments</li> </ul>		30	47
<ul> <li>Purchase of investment securities</li> </ul>		(8,000)	_
(9,214) Purchase of infrastructure, property, plant and equipment		(12,105)	(5,071)
(8,994) Net cash provided (or used in) investing activities		(19,922)	(3,824)
		(	(-,)
Cash flows from financing activities			
Receipts			
<ul> <li>Proceeds from borrowings and advances</li> </ul>		-	13,400
(628) Repayment of borrowings and advances		(611)	(4 007)
(628) Repayment of borrowings and advances (628) Net cash flow provided (used in) financing activities	P	(611) (611)	(4,007
(020) Net cash now provided (used in) mancing activities	5	(011)	9,393
(3,569) Net increase/(decrease) in cash and cash equivalen	nts	(12,036)	7,709
11,768 Plus: cash and cash equivalents – beginning of year	13a	27,509	19,800
Cash and cash equivalents – end of the	13a		
8,199 year		15,473	27,509
<u> </u>		10,110	21,000
Additional Information			
Additional Information: – plus: Investments on hand – end of year	6(b)	9,000	1,000
	. ,		
8,199 Total cash, cash equivalents and investments		24,473	28,509

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Page 9 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Basis of preparation	11
2(a)	Council functions/activities – financial information	15
2(b)	Council functions/activities – component descriptions	16
3	Income from continuing operations	17
4	Expenses from continuing operations	23
5	Gains or losses from the disposal, replacement and de-recognition of assets	27
6(a)	Cash and cash equivalent assets	28
6(b)	Investments	28
6(c)	Restricted cash, cash equivalents and investments – details	30
7	Receivables	31
8	Inventories and other assets	33
9	Infrastructure, property, plant and equipment	34
10	Payables and borrowings	38
11	Provisions	40
12	Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	44
13	Statement of cash flows – additional information	44
14	Interests in other entities	45
15	Commitments	47
16	Contingencies and other assets/liabilities not recognised	48
17	Financial risk management	51
18	Material budget variations	55
19	Fair Value Measurement	57
20	Related Party Transactions	63
21	Events occurring after the reporting date	63
22	Statement of developer contributions	64
23(a)	Statement of performance measures - consolidated results	65

## Additional Council disclosures (unaudited)

23(b)	Statement of performance measures – consolidated results (graphs)	66
24	Council information and contact details	68

Page 10 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 22 October 2019. Council has the power to amend and reissue these financial statements.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Material budget variations

and are clearly marked.

#### (a) New and amended standards adopted by Council

There have been no new (or amended) accounting standards adopted by Council in this year's financial statements which have had any material impact on reported financial position, performance or cash flows.

#### (b) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

### (c) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

(i) estimated fair values of infrastructure, property, plant and equipment
 (ii) estimated tip remediation provisions
 (iii) employee benefit provisions

#### Significant judgements in applying the council's accounting policies

(i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables - refer Note 7.

continued on next page ...

Page 11 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 1. Basis of preparation (continued)

### Monies and other assets received by Council

#### (a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Waste management operations
- Civic centre operations
- Airport operations

#### (b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

#### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

#### New accounting standards and interpretations issued not yet effective

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods (and which have not been early adopted by Council).

Council's assessment of these new standards and interpretations (where they have been deemed as having a material impact on Council's future financial performance, financial positon and cash flows) are set out below:

#### AASB 16 Leases

AASB 16 will result (for YE 19/20 and beyond) in almost all operating leases being recognised on the balance sheet by Council (alongisde existing finance leases) with the distinction between operating and finance leases removed.

Under the new standard, a financial liability (ie. a lease liability) and an asset (ie. a right to use the leased item) will be recognised for nearly all arrangements where Council commits itself to paying a rental fee for the use of a specific asset.

The only exceptions are short-term and low-value leases which are exempt from the accounting (but not disclosure) requirements of AASB 16 - Leases.

Council staff have reviewed all of Council's leasing arrangements over the last 12 months taking into consideration the new lease accounting rules in AASB 16 (applicable from 1/7/19).

AASB 16 will not (on the whole) affect Council's accounting for existing operationg lease agreements that are in place as at 30/06/19.

continued on next page ...

Page 12 of 77

#### Financial Statements 2019

## **Broken Hill City Council**

Notes to the Financial Statements for the year ended 30 June 2019

## Note 1. Basis of preparation (continued)

Both these lease types and amounts will continue to be accounted for as they currenntly are (being expensed on a straight line basis within the income statement).

Council's activities as a lessor are not material and hence Council does not expect any significant impact on the financial statements. However, some additional disclosures will be required from next year.

#### AASB 15 Revenue from Contracts with Customers and associated amending standards.

AASB15 introduces a five-step process for revenue recognition, with the core principle of the new standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

Accounting policy changes will arise in the timing of revenue recognition, treatment of contracts costs and contracts which contain a financing element.

Councils should assess each revenue stream but particular impact is expected for grant income and rates which are paid before the commencement of the rating period.

The changes in revenue recognition requirements in AASB15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

The implementation of AASB 15 may have some impact on the future recognition of revenues but that impact is not expected to be material for Council' financial performance, financial position or cash flows.

#### AASB 1058 Income of NFP Entities

AASB 1058 supersedes all the income recognition requirements relating to councils, previously in AASB 1004 Contributions.

Under AASB 1058 the future timing of income recognition will depend on whether the transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service) related to an asset (such as cash or another asset) received by an entity.

AASB 1058 also applies when a council receives volunteer services or enters into other transactions in which the consideration to acquire an asset is significantly less than the fair value of the asset, and where the council's objective is principally to enable the asset to further the council's objectives.

Upon initial recognition of the asset, this standard requires council to consider whether any other financial statement elements (called 'related amounts') should be recognised in accordance with the applicable accounting standard, such as:

(a) contributions by owners

(b) revenue, or a contract liability arising from a contract with a customer

(c) a lease liability

(d) a financial instrument, or

(e) a provision.

If the transaction is a transfer of a financial asset to enable council to acquire or construct a recognisable non-financial asset to be controlled by council (i.e. an in-substance acquisition of a non-financial asset), the council recognises a liability for the excess of the fair value of the transfer over any related amounts recognised. Council will then recognise income as it satisfies its obligations under the transfer similarly to income recognition in relation to performance obligations under AASB 15.

If the transaction does not enable council to acquire or construct a recognisable non-financial asset to be controlled by council, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income.

The implementation of AASB 1058 may have some impact on the future recognition of revenues but that impact is not expected to be material for Council' financial performance, financial position or cash flows.

#### AASB 2018-8 Amendments to Australian Accounting Standards - Right-of-Use Assets of Not-for-Profit Entities

This Standard provides a temporary option for not-for-profit entities to not apply the fair value initial measurement requirements for right-of-use assets arising under leases with significantly below market terms and conditions, principally to enable the entity to further its objectives (for example, concessionary or peppercorn leases).

continued on next page ...

Page 13 of 77

#### Financial Statements 2019

## Broken Hill City Council

Notes to the Financial Statements for the year ended 30 June 2019

Note 1. Basis of preparation (continued)

The Standard requires an entity that elects to apply the option (i.e. measures a class or classes of such right-of-use assets at cost rather than fair value) to include additional disclosures in the financial statements to ensure users understand the effects on the financial position, financial performance and cash flows of the entity arising from these leases

As per a NSW Office of Local Government recommendation, Council has elected to measure right-of-use assets (under a concessionary or peppercorn lease) at cost. The standard requires additional disclosures be provided in relation to below market-value leases measured at cost.

The specific impacts of AASB 2018-8 are not expected to be material for Council' financial performance, financial position or cash flows.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2018.

Page 14 of 77

Notes to the Financial Statements for the year ended 30 June 2019

## Note 2(a). Council functions/activities - financial information

		Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note 2(b).								
	Income from continuing operations			enses from operations		result from operations		s included come from operations		assets held (current and non-current)
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Functions or activities										
Our Community	2,428	1,852	8,929	15,621	(6,501)	(13,769)	1,511	1,136	196,321	194,140
Our Economy	3,019	1,384	8,401	4,540	(5,382)	(3,156)	1,983	528	9,814	9,705
Our Environment	11,360	4,498	3,688	4,373	7,672	125	485	21	5,762	5,698
Our Leadership	25,138	21,025	17,810	10,309	7,328	10,716	5,040	4,604	38,478	38,051
Total functions and activities	41,945	28,759	38,828	34,843	3,117	(6,084)	9,019	6,289	250,375	247,594

Financial Statements 2019

Page 122

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 2(b). Council functions/activities - component descriptions

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

#### **Our Community**

Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

### **Our Economy**

In order to reduce our reliance on the mining industry, the community identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today. This means building on existing economic platforms, like art, culture and tourism, and building on new opportunities such as technology, renewable energies and education.

#### **Our Environment**

Our environment relates to the conservation and preservation of the natural environment and the greater reduction of the human impact on the surrounding environment to ensure a sustainable and healty community.

#### **Our Leadership**

Community leadership is essential to ensure the goal and objectives of the Broken Hill City Council's long term plan are achieved. Our leadership is a coordinated approach to add value and ownership of the Community Strategic Plan.

Page 16 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations

	2019	2018
	\$ '000	\$ '000
(a) Rates and annual charges		
Ordinary rates		
Residential	9,685	9,241
Farmland	14	21
Mining	2,153	2,255
Business	3,648	3,428
Less: pensioner rebates (mandatory)	(440)	(453)
Less: pensioner rebates (Council policy)	(16)	(17)
Less: rates levied on council properties	(77)	(74)
Rates levied to ratepayers	14,967	14,401
Pensioner rate subsidies received	212	220
Total ordinary rates	15,179	14,621
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	2,903	2,825
Less: pensioner rebates (mandatory)	(151)	(158)
Annual charges levied	2,752	2,667
Pensioner subsidies received:		
<ul> <li>Domestic waste management</li> </ul>	110	113
Total annual charges	2,862	2,780
TOTAL RATES AND ANNUAL CHARGES	18,041	17,401

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

## Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Page 17 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

	2019 \$ '000	2018 \$ '000
(b) User charges and fees		
Specific user charges		
(per s.502 - specific 'actual use' charges)		
Waste management services (non-domestic)	785	691
Total specific user charges	785	691
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Inspection services	57	50
Private works – section 67	1,059	725
Regulatory/ statutory fees	133	137
Section 10.7 certificates (EP&A Act)	73	71
Section 603 certificates	32	35
Other	1	46
Animal control	58	45
Total fees and charges – statutory/regulatory	1,413	1,109
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Parking fees	71	40
Waste disposal tipping fees	412	289
Art gallery	118	57
Airport	655	588
Burial fees	222	177
Rental income	230	242
Land development	59	68
Living desert fees	188	176
Museum	31	—
Private Works - Pipeline	6,569	-
Public halls	20	19
Royalties	115	93
Swimming centre / pool Other	- 28	26 66
Tourism and area promotion	209	199
Total fees and charges – other	8,927	2,040
-	·	,
TOTAL USER CHARGES AND FEES	11,125	3,840

Accounting policy for user charges and fees User charges and fees are recognised as revenue when the service has been provided.

Page 18 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

	2019	2018
	\$ '000	\$ '000
(c) Interest and investment revenue (including losses)		
Interest on financial assets measured at amortised cost		
<ul> <li>Overdue rates and annual charges (incl. special purpose rates)</li> </ul>	155	150
<ul> <li>Cash and investments</li> </ul>	1,393	770
Fair value adjustments		
<ul> <li>Movements in investments at fair value through profit and loss</li> </ul>	_	4
TOTAL INTEREST AND INVESTMENT REVENUE	1,548	924
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	155	150
General Council cash and investments	1,382	760
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	11	14
Total interest and investment revenue	1,548	924

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

## (d) Other revenues

Legal fees recovery – rates and charges (extra charges)	118	168
Commissions and agency fees	58	48
Diesel rebate	19	17
Insurance claims recoveries	-	33
Sales – general	139	53
Sundry income	351	199
TOTAL OTHER REVENUE	685	518

#### Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provieded, or when the penalty has been applied, whichever occurs first.

Rental income is accounted for on a straight-line basis over the lease term.

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

continued on next page ...

Page 19 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

	Operating 2019 \$ '000	Operating 2018 \$ '000	Capital 2019 \$ '000	Capital 2018 \$ '000
(e) Grants				
General purpose (untied) Current year allocation				
Financial assistance – general component	2,171	1,965	_	_
Financial assistance – local roads component	240	251	_	_
Payment in advance - future year allocation				
Financial assistance	2,499	2,277	_	-
Total general purpose	4,910	4,493	-	_
Specific purpose				
Community centres	_	_	506	655
Economic development	_	_	430	_
Environmental programs	-	_	273	-
Heritage and cultural	82	27	_	200
Library	175	247	149	-
Library – special projects	-	_	_	(2,310)
Noxious weeds	9	87	_	-
Recreation and culture	2	-	_	89
Transport (roads to recovery)	53	28	_	_
Transport (other roads and bridges funding)	864	478	1,067	1,249
Art gallery	111	533	_	-
Parks and reserves and horticulture			388	180
Total specific purpose	1,296	1,400	2,813	63
Total grants	6,206	5,893	2,813	63
Grant revenue is attributable to:				
<ul> <li>Commonwealth funding</li> </ul>	4,976	4,985	1,122	1,449
– State funding	1,230	899	1,691	924
– Other funding	_	9	_	(2,310)
-	6,206	5,893	2,813	63

continued on next page ...

Page 20 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

Operating	Operating	Capital	Capital
			2018
\$ '000	\$ '000	\$ '000	\$ '000
2	1	_	-
37	32	_	_
27	6	_	_
_	18	_	34
66	57	_	34
66	57		34
66	57		34
6,272	5,950	2,813	97
	2019 \$'000 2 37 27 - 66 66 66 66	2019         2018           \$ '000         \$ '000           2         1           37         32           27         6           -         18           66         57           66         57           66         57           66         57	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$

#### Accounting policy for grants and contributions

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner, or used over a particular period, and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed below.

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act* 1979.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

continued on next page ...

Page 21 of 77

Financial Statements 2019

# Notes to the Financial Statements for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

	2019 \$ '000	2018 \$ '000
	\$ 000	φ 000
(g) Unspent grants and contributions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:		
Operating grants		
Unexpended at the close of the previous reporting period	4,608	7,095
Add: operating grants recognised in the current period but not yet spent	13	4,252
Less: operating grants recognised in a previous reporting period now spent	(4,325)	(3,967)
Unexpended and held as restricted assets (operating grants)	296	7,380
Capital grants		
Unexpended at the close of the previous reporting period	2,580	-
Add: capital grants recognised in the current period but not yet spent	118	-
Less: capital grants recognised in a previous reporting period now spent	(2,218)	-
Unexpended and held as restricted assets (capital grants)	480	-
Contributions		
Unexpended at the close of the previous reporting period	653	447
Add: contributions recognised in the current period but not yet spent	11	14
Less: contributions recognised in a previous reporting period now spent	(192)	-
Unexpended and held as restricted assets (contributions)	472	461

Page 22 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 4. Expenses from continuing operations

	2019	2018
	\$ '000	\$ '000
(a) Employee benefits and on-costs		
Salaries and wages	9,395	9,121
Employee termination costs (where material – other than vested leave paid)	256	18
Travel expenses	269	219
Employee leave entitlements (ELE)	2,532	2,581
Superannuation	1,223	1,211
Workers' compensation insurance	381	410
Fringe benefit tax (FBT)	42	19
Training costs (other than salaries and wages)	295	207
Other	32	102
Total employee costs	14,425	13,888
Less: capitalised costs	(190)	(140)
TOTAL EMPLOYEE COSTS EXPENSED	14,235	13,748

## Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

### Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

#### Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 16 for more information.

		2019	2018
	Notes	\$ '000	\$ '000
(b) Borrowing costs			
(i) Interest bearing liability costs			
Interest on loans		602	629
Total interest bearing liability costs expensed		602	629
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
<ul> <li>Remediation liabilities</li> </ul>	11	186	-
Total other borrowing costs		186	_
TOTAL BORROWING COSTS EXPENSED		788	629

## Accounting policy for borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

continued on next page ...

Page 23 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 4. Expenses from continuing operations (continued)

	2019	2018
	\$ '000	\$ '000
(c) Materials and contracts		
Raw materials and consumables	2,511	2,324
Contractor and consultancy costs	3,768	3,303
Auditors remuneration <sup>2</sup>	57	66
Legal expenses:		
<ul> <li>Legal expenses: debt recovery</li> </ul>	8	174
<ul> <li>Legal expenses: other</li> </ul>	5,192	2,647
Operating leases:		
<ul> <li>Operating lease rentals: minimum lease payments <sup>1</sup></li> </ul>	39	36
Total materials and contracts	11,575	8,550
TOTAL MATERIALS AND CONTRACTS	11,575	8,550

Accounting policy for operating leases Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

1. Operating lease payments are attributable to:		
Information technology	39	36
	39	36

## 2. Auditor remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

## Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services		
Audit and review of financial statements	57	66
Remuneration for audit and other assurance services	57	66
Total Auditor-General remuneration	57	66
Total Auditor remuneration	57	66

continued on next page ...

Page 24 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 4. Expenses from continuing operations (continued)

	2019 \$ '000	2018 \$ '000
(d) Depreciation, amortisation and impairment of intangible assets and IPP&E		
Depreciation and amortisation		
Plant and equipment	496	451
Office equipment	13	13
Furniture and fittings	161	74
Infrastructure:		
<ul> <li>Buildings – non-specialised</li> </ul>	1,874	2,247
– Buildings – specialised	83	127
– Other structures	501	574
– Roads	2,955	3,391
– Footpaths	160	331
– Stormwater drainage	126	186
– Swimming pools	249	189
<ul> <li>Other open space/recreational assets</li> </ul>	294	185
Other assets:		
– Other	-	2
Reinstatement, rehabilitation and restoration assets:		
– Tip assets	29	29
Total gross depreciation and amortisation costs	6,941	7,799
Total depreciation and amortisation costs	6,941	7,799
TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT FOR INTANGIBLES AND IPP&E	6,941	7,799

#### Accounting policy for depreciation, amortisation and impairment expenses of intangibles and IPP&E

#### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 9 for IPPE asset.

## Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

continued on next page ...

Page 25 of 77

Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 4. Expenses from continuing operations (continued)

	2019	2018
	\$ '000	\$ '000
(e) Other expenses		
Advertising	68	82
Bad and doubtful debts	76	51
Bank charges	61	70
Contributions/levies to other levels of government	497	509
Councillor expenses – mayoral fee	39	48
Councillor expenses – councillors' fees	175	165
Donations, contributions and assistance to other organisations (Section 356)	331	241
Electricity and heating	605	540
Insurance	477	412
Investment fees	5	7
Internet access	224	97
Licenses and permits	12	_
Motor vehicles	63	_
Postage	67	59
Printing and stationery	99	100
Promotion	77	40
Street lighting	565	472
Subscriptions and publications	168	155
Telephone and communications	92	110
Water charges and consumption	703	767
Other	304	192
Total other expenses	4,708	4,117
TOTAL OTHER EXPENSES	4,708	4,117

Accounting policy for other expenses Other expenses are recorded on an accruals basis as the Council receives the goods or services.

Page 26 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 5. Gains or losses from the disposal, replacement and de-recognition of assets

		2019	2018
	Notes	\$ '000	\$ '000
Property (excl. investment property)			
Proceeds from disposal – property		10	_
Less: carrying amount of property assets sold/written off		(25)	_
Net gain/(loss) on disposal		(15)	-
Plant and equipment	9		
Proceeds from disposal – plant and equipment		_	196
Less: carrying amount of plant and equipment assets sold/written off		_	(167)
Net gain/(loss) on disposal			29
Infrastructure	9		
Proceeds from disposal – infrastructure		137	_
Less: carrying amount of infrastructure assets sold/written off		(703)	_
Net gain/(loss) on disposal		(566)	_
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(581)	29

## Accounting policy for disposal of assets

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Page 27 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 6(a). Cash and cash equivalent assets

	2019	2018
	\$ '000	\$ '000
Cash and cash equivalents		
Cash on hand and at bank	1,237	5,260
Cash-equivalent assets		
- Managed funds	6,962	7,607
- Short-term deposits	7,274	14,642
Total cash and cash equivalents	15,473	27,509

#### Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

## Note 6(b). Investments

	2019	2019	2018	2018
	Current	Non-current	Current	Non-current
	\$ '000	\$ '000	\$ '000	\$ '000
Investments				
'Financial assets at amortised cost' / 'held to maturity' (2018)	9,000		1,000	
Total Investments	9,000	_	1,000	_
TOTAL CASH ASSETS, CASH				
EQUIVALENTS AND INVESTMENTS	24,473		28,509	
Financial assets at amortised cost / held to maturity	(2018)			
Long term deposits	9,000		1,000	
Total	9,000	_	1,000	-

## Accounting policy for investments

#### Accounting policy under AASB 9 – applicable from 1 July 2018

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

#### **Financial assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Classification

On initial recognition, Council classifies its financial assets into the following categories - those measured at:

- amortised cost
  fair value through profit and loss (FVTPL)
- fair value through other comprehensive income equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

continued on next page ...

Page 28 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 6(b). Investments (continued)

#### Amortised cost

Assets measured at amortised cost are financial assets where:

- · the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

#### Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

### Accounting policy under AASB 139 – applicable for 2018 comparatives only

#### Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

#### Held to maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. Assets in this category are measured at amortised cost.

#### Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the Income Statement as gains and losses from investment securities.

#### Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

#### Impairment of available for sale investments

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 6(c). Restricted cash, cash equivalents and investments - details

	2019 Current \$ '000	2019 Non-current \$ '000	2018 Current \$ '000	2018 Non-current \$ '000
Total cash, cash equivalents and investments	24,473		28,509	
attributable to:				
External restrictions	4,806	_	13,395	_
Internal restrictions	12,754	_	13,786	_
Unrestricted	6,913	_	1,328	_
	24,473		28,509	_
			2019 \$ '000	2018 \$ '000
Details of restrictions				
External restrictions – included in liabilities				45
Bonds reserve External restrictions – included in liabilities				45 45
External restrictions – other				
Developer contributions – general			472	461
Specific purpose unexpended grants			776	7,380
Domestic waste management			2,935	4,986
Royalties			623	523
External restrictions – other			4,806	13,350
Total external restrictions			4,806	13,395
Internal restrictions				
Infrastructure replacement			-	21
Employees leave entitlement			851	893
Security bonds, deposits and retentions			46	74
Plant purchase reserve Other (innovation reserve)			971 1,000	971 1,000
Other (infrastructure replacement)			9,120	10,000
Other (regional aquatic centre reserve)			103	10,000
Other			663	724
Total internal restrictions			12,754	13,786
TOTAL RESTRICTIONS			17,560	27,181

Page 30 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 7. Receivables

	2019	2019	2018	2018
	Current	Non-current	Current	Non-current
	\$ '000	\$ '000	\$ '000	\$ '000
Purpose				
Rates and annual charges	2,218	_	2,031	-
Grant Debtors	1,479	_	-	-
nterest and extra charges	556	-	524	-
User charges and fees Accrued revenues	288	-	2,168	-
- Interest on investments	68	_	30	-
<ul> <li>Other income accruals</li> </ul>	436	_	70	-
GST receivable	589	_	208	-
Deferred debtors	61	47	69	75
Total	5,695	47	5,100	75
Less: provision of impairment				
Rates and annual charges	(194)	-	(190)	-
Jser charges and fees	(190)		(144)	_
Total provision for impairment – receivables	(384)		(334)	_
TOTAL NET RECEIVABLES	5,311	47	4,766	75
Unrestricted receivables	5,311	47	4,766	75
TOTAL NET RECEIVABLES	5,311	47	4,766	75
			2019 \$ '000	2018 \$ '000

	\$ 000	\$ 000
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	334	290
+ new provisions recognised during the year	50	44
Balance at the end of the period	384	334

continued on next page ...

Page 31 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 7. Receivables (continued)

### Accounting policy for receivables

#### **Recognition and measurement**

Receivables are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

#### Impairment

#### Accounting policy under AASB 9 applicable from 1 July 2018

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 3 years past due, whichever occurs first.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

#### Accounting policy under AASB 139 – applicable for 2018 comparatives only

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

Rates and annual charges outstanding are secured against the property.

Page 32 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 8. Inventories and other assets

	2019 Current \$ '000	2019 Non-current \$ '000	2018 Current \$ '000	2018 Non-current \$ '000
(a) Inventories				
(i) Inventories at cost				
Trading stock	122	_	115	_
Total inventories at cost	122		115	_
TOTAL INVENTORIES	122		115	
(b) Other assets				
Prepayments	551	_	155	_
TOTAL OTHER ASSETS	551		155	
	2019	2019	2018	2018
	Current	Non-current \$ '000	Current \$ '000	Non-current \$ '000

	\$ '000	\$ '000	\$ '000	\$ '000
Total externally restricted assets	_	_	_	_
Total internally restricted assets	_	_	_	_
Total unrestricted assets	673	_	270	-
TOTAL INVENTORIES AND OTHER ASSETS	673	_	270	-

## Accounting policy for inventories and other assets

#### Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

#### Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 9. Infrastructure, property, plant and equipment

		as at 30/6/2018			Asset movements during the reporting period						as at 30/6/2019		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals 1	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Gross carrying amount	Accumulated depreciation	Net carrying amount	
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	
Capital work in progress	8,287	_	8.287	1,412	1.878	(325)	_	(7,262)	_	3,990	-	3,990	
Plant and equipment	10,673	(6,967)	3,706	686	281	_	(496)	62	_	11,701	(7,462)	4,239	
Office equipment	1,286	(1,275)	11	317	3	_	(13)	3	_	1,609	(1,288)	321	
Furniture and fittings	1,387	(1,185)	202	351	726	-	(161)	_	-	2,464	(1,346)	1,118	
Land:		(-,,									( ),- ),		
- Operational land	3,437	_	3,437	_	_	(25)	_	3	(45)	3.370	_	3,370	
- Community land	3,499	_	3,499	_	-	_	_	_	(977)	2,522	-	2,522	
- Crown Land	-	_	_	_	-	-	_	_	1,022	1,022	-	1,022	
Infrastructure:													
<ul> <li>Buildings – non-specialised</li> </ul>	97,995	(60,458)	37,537	122	55	(349)	(1,874)	7,047	-	103,641	(61,105)	42,536	
- Buildings - specialised	7,901	(5,311)	2,590	29	_	_	(83)	29	_	7,953	(5,388)	2,565	
- Other structures	14,005	(10,265)	3,740	181	_	(15)	(501)	12	_	14,133	(10,716)	3,417	
- Roads	194,065	(89,756)	104,309	2,327	207	_	(2,955)	7	_	196,604	(92,709)	103,895	
- Footpaths	12,817	(6,135)	6,682	_	_	_	(160)	_	_	12,817	(6,295)	6,522	
- Stormwater drainage	13,510	(5,291)	8,219	_	_	_	(126)	8	_	13,518	(5,417)	8,101	
- Swimming pools	17,834	(3,795)	14,039	93	2	-	(249)	-	-	17,930	(4,045)	13,885	
<ul> <li>Other open space/recreational assets</li> </ul>	4,594	(1,883)	2,711	1,008	29	(14)	(294)	91	-	5,709	(2,178)	3,531	
Other assets:													
<ul> <li>Library books</li> </ul>	352	(352)	-	-	-	-	-	-	-	352	(352)	-	
– Art	9,756	(49)	9,707	-	-	-	-	-	-	9,756	(49)	9,707	
- Other	278	(227)	51	_	-	-	-	-	-	278	(227)	51	
Reinstatement, rehabilitation and restoration assets (refer Note 11):													
– Tip assets	9,571	(4,324)	5,247	2,400	-	-	(29)	-	-	12,423	(4,805)	7,618	
Total Infrastructure, property, plant and equipment	411,247	(197,273)	213,974	8,926	3,181	(728)	(6,941)	_	_	421,792	(203,382)	218,410	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Page 141

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 9. Infrastructure, property, plant and equipment (continued)

		as at 30/6/2017			Asset movements during the reporting period					as at 30/6/2018		
	Gross carrying amount \$ '000	Accumulated depreciation \$ '000	Net carrying amount \$ '000	Additions renewals 1 \$ '000	Additions new assets \$ '000	Carrying value of disposals \$ '000	Depreciation expense \$ '000	Adjustments and transfers \$ '000	Gross carrying amount \$ '000	Accumulated depreciation \$ '000	Net carrying amount \$ '000	
Capital work in progress	6,871	_	6,871	1,416	_	_	_	_	8,287	_	8,287	
Plant and equipment	11,189	(7,187)	4,002	-	322	(167)	(451)	-	10,673	(6,967)	3,706	
Office equipment	1,286	(1,262)	24	_	-	_	(13)	-	1,286	(1,275)	11	
Furniture and fittings	1,387	(1,111)	276	_	-	-	(74)	-	1,387	(1,185)	202	
Land:												
<ul> <li>Operational land</li> </ul>	3,436	-	3,436	-	-	-	-	-	3,437	-	3,437	
<ul> <li>Community land</li> </ul>	3,499	-	3,499	-	-	-	-	-	3,499	-	3,499	
Infrastructure:												
<ul> <li>Buildings – non–specialised</li> </ul>	97,958	(58,211)	39,747	-	37	-	(2,247)	-	97,995	(60,458)	37,537	
<ul> <li>Buildings – specialised</li> </ul>	7,901	(5,184)	2,717	-	-	-	(127)	-	7,901	(5,311)	2,590	
- Other structures	14,005	(9,690)	4,315	_	-	-	(574)	_	14,005	(10,265)	3,740	
– Roads	192,228	(86,365)	105,863	1,304	534	-	(3,391)	-	194,065	(89,756)	104,309	
- Footpaths	12,817	(5,804)	7,013	-	-	-	(331)	_	12,817	(6,135)	6,682	
<ul> <li>Stormwater drainage</li> </ul>	13,510	(5,104)	8,406	-	-	-	(186)	-	13,510	(5,291)	8,219	
<ul> <li>Swimming pools</li> </ul>	17,759	(3,606)	14,153	38	36	-	(189)	-	17,834	(3,795)	14,039	
- Other open space/recreational	2,759	(1,699)	1,060	52	1,783	-	(185)	-	4,594	(1,883)	2,711	
assets												
Other assets:	050	(050)							250	(050)		
- Library books	352	(352)	0 707	-	-	-	-	_	352 278	(352)	-	
- Art	9,756	(49)	9,707	-	-	-	(2)	-		(227)	51	
- Other	278	(225)	53	-	-	-	-	-	9,756	(49)	9,707	
Reinstatement, rehabilitation and restoration assets (refer Note 11):												
– Tip assets	10,022	(4,295)	5,727	-	-	-	(29)	(451)	9,571	(4,324)	5,247	
Total Infrastructure, property, plant and equipment	407,013	(190,144)	216,869	2,810	2,712	(167)	(7,799)	(451)	411,247	(197,273)	213,974	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Page 35 of 77

DRAFT 2018/2019 ANNUAL REPORT

#### Financial Statements 2019

## **Broken Hill City Council**

Notes to the Financial Statements for the year ended 30 June 2019

## Note 9. Infrastructure, property, plant and equipment (continued)

### Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment Office equipment Office furniture	Years 5 to 10 10 to 20	<b>Other equipment</b> Playground equipment Benches, seats etc.	Years 5 to 15 10 to 20
Computer equipment	4	Denenes, seats etc.	10 10 20
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20 to 35	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	50
Unsealed roads	25	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
Road pavements	80		
Kerb, gutter and footpaths	80		
Stormwater assets			
Drains	80 to 100		
Culverts	50 to 80		
Flood control structures	80 to 100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

continued on next page ...

Page 36 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 9. Infrastructure, property, plant and equipment (continued)

#### Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Page 37 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 10. Payables and borrowings

	2019	2019	2018	2018
	Current	Non-current	Current	Non-current
	\$ '000	\$ '000	\$ '000	\$ '000
Payables				
Goods and services – operating expenditure	2,768	_	2,645	-
Accrued expenses:				
– Borrowings	103	-	103	_
<ul> <li>Salaries and wages</li> </ul>	205	-	214	_
<ul> <li>Other expenditure accruals</li> </ul>	542	-	249	_
Security bonds, deposits and retentions	46	_	74	_
Bonds	_	_	45	_
Unexpended grant payable	_	_	2,310	_
User Charges and Fees	-	_	118	_
Total payables	3,664	_	5,758	_
Income received in advance				
Payments received in advance	129	_	139	_
Total income received in advance	129	_	139	_
Borrowings				
	570	12,522	628	13,075
Total borrowings	570	12,522	628	13,075
TOTAL PAYABLES AND				
BORROWINGS	4,363	12,522	6,525	13,075

<sup>(1)</sup> Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 17.

	0010		
			2018
			Non-current
\$ 000	\$ 000	\$ 000	\$ '000
-	-	45	_
-	-	45	-
_	_	45	_
4,363	12,522	6,480	13,075
4 262	10 500	6 505	12.075
4,303	12,522	0,020	13,075
	2019 Current \$ '000 - - - 4,363 4,363	Current \$ '000         Non-current \$ '000           -         -           -         -           -         -           -         -           -         -           -         -           -         -           4,363         12,522	Current \$ '000         Non-current \$ '000         Current \$ '000           -         -         45           -         -         45           -         -         45           -         -         45           4,363         12,522         6,480

continued on next page ...

Page 38 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 10. Payables and borrowings (continued)

### (b) Changes in liabilities arising from financing activities

	as at 30/6/2018					as at 30/6/2019
	Opening Balance \$ '000	Cash flows \$ '000	Non-cash acquisitions \$ '000	Non-cash fair value changes \$ '000	Other non-cash movements \$ '000	Closing balance \$ '000
Loans – secured	13,703	(611)	-	_	-	13,092
TOTAL	13,703	(611)	_	_	_	13,092

	as at 30/6/2017					as at 30/6/2018
	Opening Balance \$ '000	Cash flows \$ '000	Non-cash acquisitions \$ '000	Non-cash fair value changes \$ '000	Other non-cash movements \$ '000	Closing balance \$ '000
Loans – secured	4,310	9,393	-	_	-	13,703
TOTAL	4,310	9,393	_	-	_	13,703

2019	2018
\$ '000	\$ '000

## (c) Financing arrangements

### (i) Unrestricted access was available at balance date to the following lines of credit:

Credit cards/purchase cards	90	86
Loans – secured	12,861	13,760
Total financing arrangements	12,951	13,846
Drawn facilities as at balance date:		
<ul> <li>Credit cards/purchase cards</li> </ul>	35	32
<ul> <li>Loans – secured</li> </ul>	12,861	13,703
Total drawn financing arrangements	12,896	13,735
Undrawn facilities as at balance date:		
<ul> <li>Credit cards/purchase cards</li> </ul>	55	54
<ul> <li>Lease facilities</li> </ul>	-	57
Total undrawn financing arrangements	55	111

Accounting policy for payables and borrowings Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables, bank and other loans and finance lease liabilities.

#### Payables

These amounts represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

continued on next page ...

Page 39 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 10. Payables and borrowings (continued)

### Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income Statement over the period of the borrowings using the effective-interest method. Fees paid on the establishment of Ioan facilities are recognised as transaction costs of the Ioan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility owhich it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

## Note 11. Provisions

	2019 Current \$ '000	2019 Non-current \$ '000	2018 Current \$ '000	2018 Non-current \$ '000
Provisions				
Employee benefits				
Annual leave	1,411	_	1,363	-
Sick leave	133	_	151	-
Long service leave	2,516	197	2,755	196
Sub-total – aggregate employee benefits	4,060	197	4,269	196
Asset remediation/restoration:				
Asset remediation/restoration (future works)	_	8,532	_	5,945
Sub-total – asset remediation/restoration		8,532	-	5,945
TOTAL PROVISIONS	4,060	8,729	4,269	6,141

(a) Provisions relating to restricted assets

Total provisions relating to restricted assets		_		
Total provisions relating to unrestricted assets	4,060	8,729	4,269	6,141
TOTAL PROVISIONS	4,060	8,729	4,269	6,141

Page 40 of 77

## Broken Hill City Council

Notes to the Financial Statements for the year ended 30 June 2019

### Note 11. Provisions (continued)

2019	2018
\$ '000	\$ '000

# (b) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months. Provisions – employees benefits

Provisions – employees benefits	2,448	514
	2,448	514

#### (c) Description of and movements in provisions

	C	Other provisions			
	Project refurbis- hment litigation (c) \$ '000	Asset remediation \$ '000	Total \$ '000		
2019					
At beginning of year	-	5,945	5,945		
Additional provisions	-	2,401	2,401		
Unwinding of discount	-	186	186		
Total other provisions at end of period	-	8,532	8,532		
2018					
At beginning of year	807	6,396	7,203		
- Revised life	-	(451)	(451)		
Amounts reversed	(807)	-	(807)		
Total other provisions at end of period	-	5,945	5,945		

### Nature and purpose of non-employee benefit provisions

#### Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

#### Accounting policy for provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

#### **Employee benefits**

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid

continued on next page ...

Page 41 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 11. Provisions (continued)

when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

#### Provisions for close-down and restoration, and environmental clean-up costs - tips and quarries

#### Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

#### Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain,

continued on next page ...

Page 42 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 11. Provisions (continued)

Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

Page 43 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 12. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

## (a) Nature and purpose of reserves

### Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

### (b) Voluntary changes in accounting policies

## Nature of changes in accounting policies

Council made no changes in any accounting polices during the reporting period.

## (c) Changes in accounting estimates

Nature and effect of changes in accounting estimates on current year Council made no changes in accounting estimates during the year.

### Note 13. Statement of cash flows - additional information

(a) Reconciliation of cash assets       6(a)         Balance as per the Statement of Cash Flows       (b) Reconciliation of net operating result to cash provided from operating activities         (b) Reconciliation of net operating result to cash provided from operating activities         Net operating result from Income Statement         Adjust for non-cash items:         Depreciation and amortisation         Net losses/(gains) on disposal of assets         Losses/(gains) recognised on fair value re-measurements through the P&L:         - Investments classified as 'at fair value' or 'held for trading'         Unwinding of discount rates on reinstatement provisions         Share of net (profits)/losses of associates/joint ventures using the equity method         +/- Movement in operating assets and liabilities and other cash items:         Decrease/(increase) in receivables         Increase/(decrease) in other current assets         Increase/(decrease) in other current assets         Increase/(decrease) in other current expenses payable         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities	2019 \$ '000	2018 \$ '000
(b) Reconciliation of net operating result to cash provided from operating activities         (b) Reconciliation of net operating result to cash provided from operating activities         Net operating result from Income Statement Adjust for non-cash items:         Depreciation and amortisation         Net losses/(gains) on disposal of assets         Losses/(gains) recognised on fair value re-measurements through the P&L:         - Investments classified as 'at fair value' or 'held for trading'         Unwinding of discount rates on reinstatement provisions         Share of net (profits)/losses of associates/joint ventures using the equity method         +/- Movement in operating assets and liabilities and other cash items:         Decrease/(increase) in receivables         Increase/(decrease) in provision for impairment of receivables         Decrease/(increase) in other current assets         Increase/(decrease) in other current assets         Increase/(decrease) in accrued interest payable         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in other liabilities         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in provision for employee		
Balance as per the Statement of Cash Flows         (b) Reconciliation of net operating result to cash provided from operating activities         Net operating result from Income Statement Adjust for non-cash items:         Depreciation and amortisation         Net losses/(gains) on disposal of assets         Losses/(gains) or disposal of assets         Investments classified as 'at fair value 'or 'held for trading'         Unwinding of discount rates on reinstatement provisions         Share of net (profits)/losses of associates/joint ventures using the equity method         +/- Movement in operating assets and liabilities and other cash items:         Decrease/(increase) in provision for impairment of receivables         Dec	15,473	27,509
operating activities         Net operating result from Income Statement         Adjust for non-cash items:         Depreciation and amortisation         Net losses/(gains) on disposal of assets         Losses/(gains) recognised on fair value re-measurements through the P&L:         - Investments classified as 'at fair value' or 'held for trading'         Unwinding of discount rates on reinstatement provisions         Share of net (profits)/losses of associates/joint ventures using the equity method         +/- Movement in operating assets and liabilities and other cash items:         Decrease/(increase) in receivables         Increase/(decrease) in provision for impairment of receivables         Decrease/(increase) in other current assets         Increase/(decrease) in other current assets         Increase/(decrease) in accrued interest payable         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in other liabilities         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in other liabilities         Increase/(decrease) in other accrued expenses payable         Increase/(decrease) in other liabilities         Increase/(decrease) in provision for employee benefits	15,473	27,509
Adjust for non-cash items: Depreciation and amortisation Net losses/(gains) on disposal of assets Losses/(gains) recognised on fair value re-measurements through the P&L: – Investments classified as 'at fair value' or 'held for trading' Unwinding of discount rates on reinstatement provisions Share of net (profits)/losses of associates/joint ventures using the equity method +/- Movement in operating assets and liabilities and other cash items: Decrease/(increase) in receivables Increase/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets Increase/(decrease) in payables Increase/(decrease) in accrued interest payable Increase/(decrease) in other accrued expenses payable Increase/(decrease) in other liabilities Increase/(decrease) in other liabilities		
Depreciation and amortisation Net losses/(gains) on disposal of assets Losses/(gains) recognised on fair value re-measurements through the P&L: – Investments classified as 'at fair value' or 'held for trading' Unwinding of discount rates on reinstatement provisions Share of net (profits)/losses of associates/joint ventures using the equity method +/- Movement in operating assets and liabilities and other cash items: Decrease/(increase) in receivables Increase/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets Increase/(decrease) in other current assets Increase/(decrease) in accrued interest payable Increase/(decrease) in other accrued expenses payable Increase/(decrease) in other liabilities Increase/(decrease) in other liabilities	3,117	(6,084)
Net losses/(gains) on disposal of assets Losses/(gains) recognised on fair value re-measurements through the P&L: – Investments classified as 'at fair value' or 'held for trading' Unwinding of discount rates on reinstatement provisions Share of net (profits)/losses of associates/joint ventures using the equity method +/- Movement in operating assets and liabilities and other cash items: Decrease/(increase) in receivables Increase/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets Increase/(decrease) in payables Increase/(decrease) in accrued interest payable Increase/(decrease) in other accrued expenses payable Increase/(decrease) in other liabilities	6.941	7,799
Losses/(gains) recognised on fair value re-measurements through the P&L:         - Investments classified as 'at fair value' or 'held for trading'         Unwinding of discount rates on reinstatement provisions         Share of net (profits)/losses of associates/joint ventures using the equity method         t/- Movement in operating assets and liabilities and other cash items:         Decrease/(increase) in receivables         ncrease/(decrease) in provision for impairment of receivables         Decrease/(increase) in other current assets         ncrease/(decrease) in other current assets         ncrease/(decrease) in payables         ncrease/(decrease) in other accrued expenses payable         ncrease/(decrease) in other accrued expenses payable         ncrease/(decrease) in other liabilities         ncrease/(decrease) in other naccrued expenses payable         ncrease/(decrease) in other liabilities         ncrease/(decrease) in provision for employee benefits	581	(29)
<ul> <li>Investments classified as 'at fair value' or 'held for trading' Unwinding of discount rates on reinstatement provisions</li> <li>Share of net (profits)/losses of associates/joint ventures using the equity method</li> <li>H- Movement in operating assets and liabilities and other cash items:</li> <li>Decrease/(increase) in receivables</li> <li>ncrease/(decrease) in provision for impairment of receivables</li> <li>Decrease/(increase) in other current assets</li> <li>ncrease/(decrease) in payables</li> <li>ncrease/(decrease) in accrued interest payable</li> <li>ncrease/(decrease) in other accrued expenses payable</li> <li>ncrease/(decrease) in other liabilities</li> <li>ncrease/(decrease) in other liabilities</li> </ul>		()
Share of net (profits)/losses of associates/joint ventures using the equity method /- Movement in operating assets and liabilities and other cash items: Decrease/(increase) in receivables ncrease/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in other liabilities	_	(4)
P-/- Movement in operating assets and liabilities and other cash items: Decrease/(increase) in receivables ncrease/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in other naccrued expenses payable ncrease/(decrease) in other naccrued expenses ncrease/(decrease) in provision for employee benefits	186	_
Decrease/(increase) in receivables ncrease/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	(1,461)	-
Increase/(decrease) in provision for impairment of receivables Decrease/(increase) in inventories Decrease/(increase) in other current assets Increase/(decrease) in payables Increase/(decrease) in accrued interest payable Increase/(decrease) in other accrued expenses payable Increase/(decrease) in other liabilities Increase/(decrease) in other liabilities Increase/(decrease) in provision for employee benefits		
Decrease/(increase) in inventories Decrease/(increase) in other current assets ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	(603)	(1,862)
Decrease/(increase) in other current assets ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	50	44
ncrease/(decrease) in payables ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	(7)	(31)
ncrease/(decrease) in accrued interest payable ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	(396)	74
ncrease/(decrease) in other accrued expenses payable ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	123	960
ncrease/(decrease) in other liabilities ncrease/(decrease) in provision for employee benefits	_	99
ncrease/(decrease) in provision for employee benefits	284	(282)
	(2,511)	2,531
	(208)	183
ncrease/(decrease) in other provisions	2,401	(1,258
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	8,497	2,140

Page 44 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 14. Interests in other entities

	Council's share of	net income	Council's share of net assets		
	2019	2018	2019	2018	
	\$ '000	\$ '000	\$ '000	\$ '000	
Joint arrangements	1,461	_	1,461	_	
Total	1,461	_	1,461	_	

### Joint arrangements

#### (i) Joint arrangements

The following information is provided for joint arrangements that are individually material to the Council. Included are the total amounts as per the joint venture financial statements, adjusted for fair-value adjustments at acquisition date and differences in accounting policies, rather than the Council's share.

Council is a member of the Far South West Joint Organisation (FSWJO) which includes Balranald Shire Council, Central Darling Shire Council, and Wentworth Shire Council. Details of Council's membership and participation are as follows:

#### Legal status of Joint Organisation

The Far West Joint Organisation is a body corporate proclaimed under the Local Government Act 1993 (the Act) with the legal capacity and powers of an individual.

While the principal functions of the joint organisation are provided for in the Act and through this Charter, powers are also conferred on the joint organisation as a statutory corporation under section 50 of the Interpretation Act 1987. Other functions may be conferred on a joint organisation by legislation and may be delegated to a joint organisation by one or more member councils.

The FSWJO has the same year end date as the Council.

#### What the Joint Organisation does

The principal functions of Far West Joint Organisation will be to:

• Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities

- Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities
- · Identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

#### Joint Organisation participants

The percentage ownership interest held is equivalent to the percentage voting rights for all associates as follows: FSWJO comprises the Councils of the Shires of Central Darling, Wentworth, Balranald and the City of Broken Hill. The Board of the FSWJO comprises 4 voting members being the Mayors of the four member Councils, and non voting members being the General Managers of four member councils, as well as 2 appointed members from the State Government and Cabinet (non-voting). Mark A Forbes is appointed as the Executive Officer of the Board (non-voting).

#### Council's powers of control or influence over the Joint Organisation

Broken Hill City Council, as a member of the FSWJO, has a one quarter voting right in respect to the decisions of the Board.

#### Council's financial obligations to the Joint Organisation

In accordance with the Charter of the FSWJO the annual financial contribution required to be made by each Associate Member is to be based on a methodology adopted by the Board. The contribution made by Broken Hill City Council in 2018/2019 was nil.

### Council's liability obligations in relation to the Joint Organisation

Members of the FSWJO are indemnified from liability for functions and duties carried out or omitted honestly, in good faith and with due care and diligence.

continued on next page ...

Page 45 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 14. Interests in other entities (continued)

### Liability for operational losses or winding up of the FNWJO

The FSWJO has engaged an Executive Officer on a standard Local Government employment contract. A provision has been provided for ELE and funding from the initial start-up of the FSWJO.

There are no liability issues identified for Council in the short to medium term.

### (d) Summarised financial information for joint organisations

	Far Southwest Joint Organisation		
	2019	2018	
	\$ '000	\$ '000	
Statement of financial position			
Current assets			
Cash and cash equivalents	6,369	_	
Other current assets	1	_	
Non-current assets	41	_	
Current liabilities			
Other current liabilities	567	_	
Net assets	5,844	_	
Reconciliation of the carrying amount			
Profit/(loss) for the period	5,844	-	
Closing net assets	5,844	-	
Council's share of net assets (%)	25.0%	0.0%	
Council's share of net assets (\$)	1,461	-	
Share of income – Council (%)	25.0%	0.0%	
Profit/(loss) – Council (\$)	1,461	_	
Total comprehensive income – Council (\$)	1,461	-	
Summarised Statement of cash flows			
Cash flows from operating activities	6,418	_	
Cash flows from investing activities	(49)	_	
Net increase (decrease) in cash and cash equivalents	6,369		

Accounting policy for joint arrangements The council has determined that it has only joint operations

### Joint operations:

In relation to its joint operations, where the Council has the rights to the individual assets and obligations arising from the arrangement, the Council has recognised:

- · its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- · its share of the revenue from the sale of the output by the joint operation
- · its expenses, including its share of any expenses incurred jointly.

These figures are incorporated into the relevant line item in the primary statements.

Page 46 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 15. Commitments

	2019	2018
	\$ '000	\$ '000
Capital commitments (exclusive of GST)		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Infrastructure	4,808	3,176
Plant and equipment	130	578
Total commitments	4,938	3,754
These expenditures are payable as follows:		
Within the next year	4,938	3,754
Total payable	4,938	3,754
Sources for funding of capital commitments:		
Internally restricted reserves	4,938	3,754
Total sources of funding	4,938	3,754

Page 47 of 77

Broken Hill City Council

Notes to the Financial Statements for the year ended 30 June 2019

### Note 16. Contingencies and other assets/liabilities not recognised

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

#### LIABILITIES NOT RECOGNISED

1. Guarantees

#### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.

- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.

- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.

- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times employee contributions
Division C	2.5% salaries
Division D	1.64 times employee contributions

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million per annum from 1 July 2017 for 4 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These additional lump sum contributions are used to fund the deficit of assets to accrued liabilities as at 30 June 2019.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2019 was \$ 206,694.56. The last valuation of the Scheme was performed by the Actuary, Mr Richard Boyfield, FIAA on 31/12/2018, and covers the period ended 30 June 2018.

continued on next page ...

Page 48 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 16. Contingencies and other assets/liabilities not recognised (continued)

Council's expected contribution to the plan for the next annual reporting period is \$187,626.48

The estimated employer reserves financial position for the Pooled Employers at 30 June 2019 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1,798.74	
Past Service Liabilities	1,784.2	100.8
Vested Benefits	1,792.0	100.4%

\* excluding member accounts and reserves in both assets and liabilities.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

#### \* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

#### (ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

#### (iii) Other guarantees

Council has provided no other guarantees other than those listed above.

#### 2. Other liabilities

#### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

#### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

continued on next page ...

Page 49 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 16. Contingencies and other assets/liabilities not recognised (continued)

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

### ASSETS NOT RECOGNISED

### (i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

#### (ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

#### (iii) Refurbishment Project litigation

Litigiation is ongoing for a compensation claim against the party (parties) involved with a refurbishment project. The Council are of the opinion that the compensation claim will be successful. The amount is not yet quantifiable.

Page 50 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 17. Financial risk management

### **Risk management**

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value 2019	Carrying value 2018	Fair value 2019	Fair value 2018
	\$ '000	\$ '000	\$ '000	\$ '000
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	15,473	27,509	15,473	27,509
Receivables	5,358	4,841	5,388	4,841
Investments				
<ul> <li>- 'Financial assets at amortised cost' / 'held to maturity' (2018)</li> </ul>	9,000	1,000	9,000	1,000
Total financial assets	29,831	33,350	29,861	33,350
Financial liabilities				
Payables	3,664	5,758	3,664	5,758
Loans/advances	13,092	13,703	13,092	13,703
Total financial liabilities	16,756	19,461	16,756	19,461

Fair value is determined as follows:

- Cash and cash equivalents, receivables, payables are estimated to be the carrying value that approximates market value.
- Borrowings and held-to-maturity investments are based upon estimated future cash flows discounted by the current
  mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **'at fair value through profit and loss'** or (ii) **'available-for-sale'** are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- Price risk the risk that the capital value of Investments may fluctuate due to changes in market prices, whether
  there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors
  affecting similar instruments traded in a market.
- Interest rate risk the risk that movements in interest rates could affect returns and income.

continued on next page ...

Page 51 of 77

## **Broken Hill City Council**

Notes to the Financial Statements for the year ended 30 June 2019

## Note 17. Financial risk management (continued)

- Liquidity risk the risk that Council will not be able to pay its debts as and when they fall due.
- Credit risk the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

## (a) Market risk – price risk and interest rate risk

The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.

	Increase of values/rates		Decrease of val	ues/rates
	Profit \$ '000	Equity \$ '000	Profit \$ '000	Equity \$ '000
<b>2019</b> Possible impact of a 1% movement in interest rates	53	53	(53)	(53)
2018 Possible impact of a 1% movement in interest rates	25	25	(25)	(25)

continued on next page ...

Page 52 of 77

## **Broken Hill City Council**

Notes to the Financial Statements for the year ended 30 June 2019

### Note 17. Financial risk management (continued)

## (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

### **Credit risk profile**

### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

	Not yet overdue \$ '000	< 1 year overdue \$ '000	1 - 2 years overdue \$ '000	2 - 5 years overdue \$ '000	> 5 years overdue \$ '000	Total \$ '000
<b>2019</b> Gross carrying amount	_	269	255	408	1,286	2,218
2018 Gross carrying amount	1	84	206	514	1,226	2,031

#### **Receivables - non-rates and annual charges**

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2019 is determined as follows. The expected credit losses incorporate forward-looking information.

Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2,652	601	37	10	224	3,524
0.00%	0.00%	0.00%	0.00%	85.00%	5.40%
-	-	-	-	190	190
2,960	114	18	(92)	144	3,144
0.00%	0.00%	0.00%	0.00%	100.00%	4.58%
-	-	-	-	144	144
	overdue \$ '000 2,652 0.00% - 2,960 0.00%	overdue \$ '000         overdue \$ '000           2,652         601           0.00%         0.00%           -         -           2,960         114           0.00%         0.00%	overdue \$ '000         overdue \$ '000         overdue \$ '000           2,652         601         37           0.00%         0.00%         0.00%           -         -         -           2,960         114         18           0.00%         0.00%         0.00%	overdue \$ '000         overdue \$ '000         overdue \$ '000         overdue \$ '000           2,652         601         37         10           0.00%         0.00%         0.00%         0.00%           -         -         -         -           2,960         114         18         (92)           0.00%         0.00%         0.00%         0.00%	overdue \$ '000         overdue \$ '000         overdue \$ '000         overdue \$ '000         overdue \$ '000           2,652         601         37         10         224           0.00%         0.00%         0.00%         85.00%           -         -         -         190           2,960         114         18         (92)         144           0.00%         0.00%         0.00%         100.00%

continued on next page ...

Page 53 of 77

Broken Hill City Council

Notes to the Financial Statements for the year ended 30 June 2019

### Note 17. Financial risk management (continued)

### (c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

	Weighted average interest rate	Subject	p	ayable in:			Actual
		to no maturity	≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	carrying values
	%	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2019							
Trade/other payables	0.00%	46	3,618	_	_	3,664	3,664
Loans and advances	4.49%	_	1,189	4,147	13,960	19,296	13,092
Total financial liabilities		46	4,807	4,147	13,960	22,960	16,756
2018							
Trade/other payables	0.00%	74	5,684	-	-	5,758	5,758
Loans and advances	4.20%	_	1,234	4,298	14,973	20,505	13,703
Total financial liabilities		74	6,918	4,298	14,973	26,263	19,461

Page 54 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 18. Material budget variations

Council's original financial budget for 18/19 was adopted by the Council on 27/06/2018 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Material variations represent those variances between the original budget figure and the actual result that amount to 10% or more.

Variation Key: F = Favourable budget variation, U = Unfavourable budget variation.

Joint organisation funding amount was unknown at the time of budget preparation.

\$ '000	2019 Budget	2019 Actual	2019 Variar	-	
REVENUES					
Rates and annual charges Additional revenue from waste charges applied to the	17,780 Wentworth to Broke	<b>18,041</b> n hill pipeline pr	<b>261</b> oject	1%	F
User charges and fees Additional revenue received from private work perfom	4,085 ed for the Wentworth	<b>11,125</b> n to Broken Hill p	7,040 pipeline project.	172%	F
Interest and investment revenue This variance is due to the recovery of funds from the	1,182 Lehman Brothers cl	<b>1,548</b> ass action that v	366 vas not included in	<b>31%</b> n the budget.	F
Other revenues Revenue from reimbursement of expenses incurred in of deposits and bonds relating to activities no longer o	0				
Operating grants and contributions	5,804	6,272	468	8%	F
Capital grants and contributions Additional grants applied for during the year that we drought funding road works is an example of this.	1,826 ere not originally ant	2,813 iciapted at budo	987 get preparation ti	<b>54%</b> me. \$900,000	<b>F</b> 0 fo
Net gains from disposal of assets Several asset replacements budgeted for 2018/19 we	220 ere deferred to future	_ years reducing	(220) anticipated gains	<b>100%</b> on disposal.	U
Joint ventures and associates – net profits	_	1,461	1,461	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	F

Page 55 of 77

## **Broken Hill City Council**

Notes to the Financial Statements for the year ended 30 June 2019

## Note 18. Material budget variations

	2019	2019	201	-	
5 '000	Budget	Actual	Variance		
EXPENSES					
Employee benefits and on-costs	14,041	14,235	(194)	(1)%	U
Borrowing costs Novement in the environmental clean up provision for tip	605 remediation whi	788 ch was not inclue	(183) ded in the original	(30)% I budget.	U
<b>Materials and contracts</b> Additional expenditure incurred in private works contracts noome attributed to user fees and charges. Addition inexpected expenditure on legal fees attributable to the	al unexpected	expenditure on	building mainter		
Depreciation and amortisation	6,902	6,941	(39)	(1)%	U
Other expenses /ariance is due to higher than anticipated expenditure on	4,155 utilities.	4,708	(553)	(13)%	U
let losses from disposal of assets	-	581	(581)	∞	U
STATEMENT OF CASH FLOWS					
let cash provided from (used in) operating activities	6,053	8,497	2,444	40%	F
This variance is due to the additional revenue from was contracts and other expenses noted above.	te charges partly	y offset by additi	onal expenditure	on materials	s an
let cash provided from (used in) investing activities	(8,994)	(19,922)	(10,928)	122%	U
An additional \$3m of capital expenditure was incurred d	ue to capital wo	rk adjustments t	hrouahout the ve	ar and carry	ove

Net cash provided from (used in) financing	(628)	(611)	17	(3)%	E
activities	(020)	(011)	17	(3) /0	F

Page 56 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 19. Fair Value Measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## (1) Assets and liabilities that have been measured and recognised at fair values

			Fair value m	easurement hi	erarchy	
2019	Notes	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobserv- able inputs	Total
Infrastructure, property, plant and equipment	9					
Operational land		30/06/17	-	875	2,495	3,370
Community land		30/06/17	-	-	2,522	2,522
Crown land		30/06/17	_	_	1,022	1,022
Buildings – non-specialised		30/06/17	-	_	42,536	42,536
Buildings – specialised		30/06/17	-	-	2,565	2,565
Other structures		30/06/17	-	-	3,417	3,417
Roads		30/06/17	-	-	103,895	103,895
Footpaths		30/06/17	-	-	6,522	6,522
Stormwater drainage		30/06/17	-	-	8,101	8,101
Swimming pools		30/06/17	-	_	13,885	13,885
Open spaces and other recreation		30/06/17	-	_	3,531	3,531
Art		30/06/17	-	2,852	6,855	9,707
Other		30/06/17	-	-	51	51
Tip remediation		30/06/17	-	-	7,618	7,618
Total infrastructure, property, plant and equipment			_	3,727	205,015	208,742

continued on next page ...

Page 57 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 19. Fair Value Measurement (continued)

			Fair value m	easurement hi	erarchy	
2018	Notes	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobserv- able inputs	Total
Infrastructure, property, plant and	9					
equipment						
Operational land			-	875	2,562	3,437
Community land			-	-	3,499	3,499
Buildings – non-specialised			_	-	37,537	37,537
Buildings – specialised			_	-	2,590	2,590
Other structures			_	-	3,740	3,740
Roads			_	_	104,309	104,309
Footpaths			_	_	6,682	6,682
Stormwater drainage			_	-	8,219	8,219
Swimming pools			_	-	14,039	14,039
Open spaces and other recreation			_	-	2,711	2,711
Art			_	2,852	6,855	9,707
Other			_	_	51	51
Tip remediation			_	_	5,247	5,247
Total infrastructure, property, plant and						
equipment			-	3,727	198,041	201,768

Note that capital WIP is not included above since it is carried at cost.

### (2) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### **Financial assets**

Council has invested in financial assets including term deposits.

Council values these assets at fair value based on valuations provided at the end of each month and year end that are prepared by external industry experts in the finance field.

Although there are markets for these financial assets, they have been deemed by Council to be inactive and as such these assets have been classified as level 3. Valuation techniques remained the same for the reporting period.

### Infrastructure, property, plant and equipment (IPP&E)

#### Community land

Assets within the "Community Land" class are:

- Council owned land and

- Care Control Management land [Crown] of which Council derives current and future economic benefits arising from the use of the land asset.

Council's community land is valued on the Unimproved Capital Value (UCV), provided by the Valuer General.

Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

#### **Operational land**

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. Australian Valuation Solutions (AVS) revalued all Operational Land as at 30 June 2017.

Council's operational land is valued using a modelled market based valuation process.

The majority of land is subject to directly observable compariable local market evidence, hence these assets are considered level 2. However there is land that is not subject to directly observable local market evidence as well as, if Council obtains an

continued on next page ...

Page 58 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 19. Fair Value Measurement (continued)

asset in the future for which this valuation process is not available, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing these assets in in Level 3. Valuation techniques remained the same for this reporting period.

### Stormwater drainage

The Stormwater Drainage asset class consists of Council's pits and Culverts. AVS completed the valuation of these assets using replacement cost approach and the last valuation was completed in June 2017.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through professional judgement on behalf of Australis, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Other structure

Council's other structure assets comprise of fences, flagpoles, monuments and the like.

Council engaged Australian Valuation Solutions (AVS) to value all buildings, structures and shelters in 2017.

The valuation methodology adopted was based on current replacement cost of the asset.

Replacement costs (unit rate) and useful lives of Council's other structure assets were determined using technical knowledge from council staff (engineers and asset management) and external valuers. Other significant inputsm considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Buildings – non specialised and specialised

Council engaged AVS to value all buildings and shelters in 2017. The valuation methodology adopted was based on current replacement cost of the asset.

The valuation aspects are generally, but not limited to the location, size, condition, style and utility of the asset. Replacement cost, asset condition, remaining useful life and building components are some of the inputs used in fair value determination. Since most of these inputs require judgement and are unobservable, the asset class has been classified as Level 3. Valuation techniques remained the same for this reporting period.

#### Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. The revaluation of road assets is undertaken annually. The valuation, which is completed by AVS, was completed in June 2017.

The current replacement cost approach was adopted to value Council roads. The replacement costs (based on unit rates), useful lives and conditions were determined by technical information provided by Council's asset planners and professional iudgement on behalf of Australis.

Some of the other significant inputs considered in the valuation of these assets are remaining useful life, dimensions, components, residual value and type of road.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Footpaths

Council's footpath register consists of all pedestrian walkways and cycleways within the Council area.

AVS completed the valuation of the Footpath assets annually and the last valuation was in June 2017

Replacement costs (unit rates) and useful lives of Councils footpaths were determined using technical knowledge Australis's professional judgement. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Open space / recreational assets

Councils recreational facilities includes assets within our sports fields and park locations. This includes but is not limited to, playing courts, playgrounds, and cricket nets. Australian Valuation Solutions (AVS) was engaged in 2017 for the valuation of

continued on next page ...

Page 59 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

### Note 19. Fair Value Measurement (continued)

these assets. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and AVS's professional judgement. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Swimming pool

The swimming pool includes all assets located within the facility.

AVS valued the building components of the swimming pool in June 2017 as part of the building revaluation and other substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Plant and equipment, office equipment, and furniture and fittings

This asset category includes:

Plant & Equipment - Motor vehicles, trucks, mowers, buses, earthmoving equipment

Office Equipment – Computer equipment

Furniture & Fittings - Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

#### Library books and other assets

This asset category comprises of assets such as library books, journals, magazines, Cd's and Dvd's.

The library books are reported at Fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset. Valuation techniques remain the same for this reporting period.

#### Artwork

Council engaged Australian Valuation Solutions (AVS) to value all artwork in 2016.

This information was updated into Council's asset register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116.

The replacement value for artworks was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life. This asset class is categorised as Level 2 & 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

#### Tip remediation

Council operates a landfilling operation as well as a range of waste services, including recycled and reclaimed products. It has been recognised that there will be significant costs associated with the closure and post closure management of the landfill site. Closure of the landfill will involve a wide range of activities including preparation of a Landfill Closure and Management Plan, final capping of the landfill waste and site re-vegetation, decommissioning and removing infrastructure and equipment that will not be required post-closure, and fencing sensitive infrastructure.

The key unobservable inputs are the discount rate, cost escalation rate, actual timing of costs and future environmental management requirements. Geolyse Pty Ltd. were engaged in the 2018 financial year to perform a valuation of the estimated cost for the Tip Remediation based on current data and TIP consumption as at 30 June 2018.

continued on next page ...

Page 60 of 77

Broken Hill City Council

Notes to the Financial Statements for the year ended 30 June 2019

## Note 19. Fair Value Measurement (continued)

## (3) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

	Crown Land	Operational Land	Community Land	Buildings non- specialised	Building specialised
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2018					
Opening balance	_	3,437	3,499	39,747	2,716
Purchases (GBV)	_	_	-	37	-
Disposals (WDV)	-	_	-	(2,247)	-
Depreciation and impairment	-	-	-	_	(126)
Closing balance	_	3,437	3,499	37,537	2,590
2019					
Opening balance	_	3,437	3,499	37,537	2,590
Transfers from/(to) another asset class	1,022	(45)	(977)	-	-
Purchases (GBV)	_	3	_	7,222	58
Disposals (WDV)	-	(25)	-	(349)	-
Depreciation and impairment	-	_	-	(1,874)	(83)
Closing balance	1,022	3,370	2,522	42,536	2,565

	Other			Stormwater	Swimming
	structures	Roads	Footpaths	drainage	pools
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2018					
Opening balance	4,315	105,863	7,012	8,405	14,153
Purchases (GBV)	-	1,838	_	_	74
Depreciation and impairment	(575)	(3,392)	(330)	(186)	(188)
Closing balance	3,740	104,309	6,682	8,219	14,039
2019					
Opening balance	3,740	104,309	6,682	8,219	14,039
Purchases (GBV)	193	2,541	_	8	95
Disposals (WDV)	(15)	_	_	_	_
Depreciation and impairment	(501)	(2,955)	(160)	(126)	(249)
Closing balance	3,417	103,895	6,522	8.101	13.885

continued on next page ...

Page 61 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 19. Fair Value Measurement (continued)

	Open space/other recreational	<b>A</b> -t	Other	Tip	Tatal
	assets \$ '000	Art \$ '000	Other \$ '000	remediation \$ '000	Total \$ '000
2018					
Opening balance	1,062	9,707	53	5,727	205,696
Purchases (GBV)	1,835	_	_	_	3,784
Disposals (WDV)	_	_	_	_	(2,247)
Depreciation and impairment	(186)	_	(2)	(480)	(5,465)
Closing balance	2,711	9,707	51	5,247	201,768
2019					
Opening balance	2,711	9,707	51	5,247	201,768
Purchases (GBV)	1,128	-	_	2,400	13,648
Disposals (WDV)	(14)	_	_	_	(403)
Depreciation and impairment	(294)	_	_	(29)	(6,271)
Closing balance	3,531	9,707	51	7,618	208,742

## (4) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Page 62 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 20. Related Party Transactions

## Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2019	2018
	\$ '000	\$ '000
Compensation:		
Short-term benefits	892	1,233
Post-employment benefits	70	-
Other long-term benefits	19	-
Termination benefits	_	18
Total	981	1,251

## Note 21. Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

DRAFT 2018/2019 ANNUAL REPORT

#### Financial Statements 2019

## Notes to the Financial Statements for the year ended 30 June 2019

## Note 22. Statement of developer contributions

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

## Summary of contributions and levies

	as at 30/6/2018						as at 30/6	/2019
		Contributior received during th	-	Interest	Expenditure	Internal	Held as	Cumulative internal
	Opening Balance	Cash	Non-cash	earned in year	during year	borrowing (to)/from	restricted asset	borrowings due/(payable)
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
S7.12 levies – under a plan	461	_	-	11	_		472	_
Total S7.11 and S7.12 revenue under plans	461	-	-	11	-	-	472	-
Total contributions	461	_	_	11	_	_	472	_

## S7.12 Levies - under a plan

CONTRIBUTION PLAN NUMBER								
Council Animal Pound	115	-	-	3	-	-	118	_
Urban Roads	81	-	-	2	-	-	83	-
Urban Footpaths	40	-	-	1	-	-	41	-
Urban Street Tree Planting	21	-	-	-	-	-	21	-
Urban Stormwater Additions	40	-	-	1	-	-	41	-
Urban Parks and Gardens	41	-	-	1	-	-	42	-
Broken Hill Aquatic Centre	123	-	-	3	-	-	126	-
Total	461	-	—	11	_	_	472	_

DRAFT 2018/2019 ANNUAL REPORT

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

## Note 23(a). Statement of performance measures - consolidated results

	Amounts	Indicator	Prior p	eriods	Benchmark
\$ '000	2019	2019	2018	2017	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup> Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<u>(576)</u> 37,671	(1.53)%	(21.71)%	1.86%	>0.00%
2. Own source operating revenue ratio Total continuing operating revenue excluding all grants and contributions 1 Total continuing operating revenue 1	<u>31,077</u> 40,484	76.76%	77.79%	62.64%	>60.00%
3. Unrestricted current ratio					
Current assets less all external restrictions Current liabilities less specific purpose liabilities	25,651 5,975	4.29x	1.97x	1.80x	>1.50x
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup> Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement) <sup>3</sup>	7,153 1,399	5.11x	1.54x	3.78x	>2.00x
5. Rates, annual charges, interest and extra					
charges outstanding percentage	0.500				
Rates, annual and extra charges outstanding Rates, annual and extra charges collectible	2,580 20,357	<b>12.67%</b>	12.01%	11.68%	<10.00%
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	24,473	8.49	10.71	9.86	>3.00
Monthly payments from cash flow of operating and financing activities	2,881	mths	mths	mths	mths

<sup>(1)</sup> Excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets, and net loss of interests in joint ventures and associates.

(2) Excludes impairment/revaluation decrements, net loss on sale of assets, and net loss on share of interests in joint ventures and associates

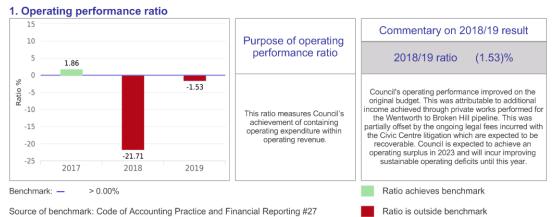
<sup>(3)</sup> 2018 Ratio restated due to not including \$3.2m loan payout.

Page 65 of 77

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

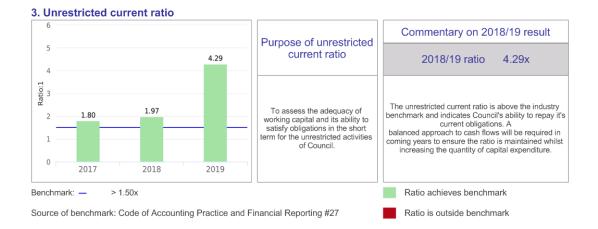
Note 23(b). Statement of performance measures – consolidated results (graphs)



Source of benchmark: Code of Accounting Practice and Financial Reporting #27



Source of benchmark: Code of Accounting Practice and Financial Reporting #27



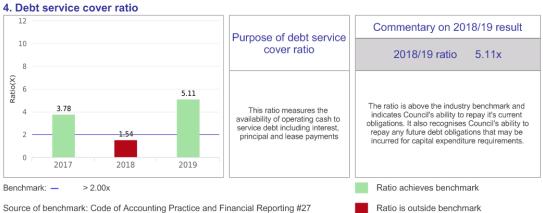
continued on next page ....

Page 66 of 77

Financial Statements 2019

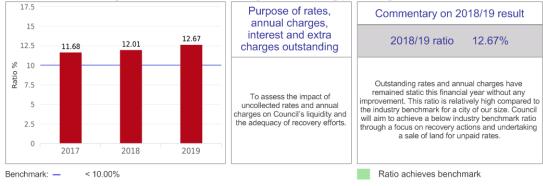
Notes to the Financial Statements for the year ended 30 June 2019

Note 23(b). Statement of performance measures – consolidated results (graphs)

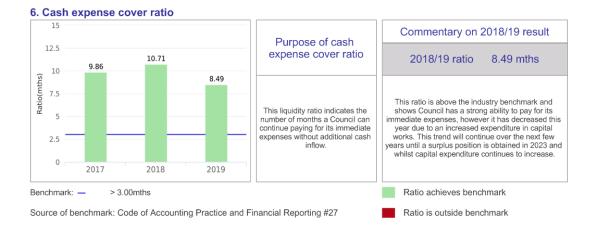


Source of benchmark: Code of Accounting Practice and Financial Reporting #27

## 5. Rates, annual charges, interest and extra charges outstanding percentage



Source of benchmark: Code of Accounting Practice and Financial Reporting #27



Page 67 of 77

Ratio is outside benchmark

Notes to the Financial Statements for the year ended 30 June 2019

## Note 24. Council information and contact details

### Principal place of business:

240 Blende st Broken Hill NSW 2880

### Mailing Address:

PO Box 448 Broken Hill NSW 2880

Telephone: 08 8080 3300 Facsimile: 08 8080 3424

### Officers

General Manager James Roncon

Responsible Accounting Officer Jay Nankivell

Public Officer Razija Nu'Man

Auditors NSW Audit Office **Opening hours:** 8:30am - 5:00pm Monday to Friday

Internet: www.brokenhill.nsw.gv.au Email: council@brokenhill.nsw.gv.au

Elected members Mayor Darriea Turley AM

Councillors Marion Browne Jim Nolan Branko Licul Dave Gallagher Ron Page Bob Algate Tom Kennedy Maureen Clark Chritine Adams

Other information ABN: 84 873 116 132

Page 68 of 77

Financial Statements 2019



## INDEPENDENT AUDITOR'S REPORT

#### Report on the general purpose financial statements

Broken Hill City Council

To the Councillors of Broken Hill City Council

## Opinion

I have audited the accompanying financial statements of Broken Hill City Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

#### In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been presented, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000 GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | f 02 9275 7179 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Page 69 of 77

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

Page 70 of 77

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <a href="http://www.auasb.gov.au/auditors">www.auasb.gov.au/auditors</a> responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- · that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 18 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Dame ( Not

David Nolan Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

22 October 2019 SYDNEY

Page 71 of 77



Cr Darriea Turley Mayor Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

 Contact:
 David Nolan

 Phone no:
 02 9275 7377

 Our ref:
 D1925099/1701

22 October 2019

Dear Mayor

# Report on the Conduct of the Audit for the year ended 30 June 2019 Broken Hill City Council

I have audited the general purpose financial statements (GPFS) of the Broken Hill City Council (the Council) for the year ended 30 June 2019 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2019 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## **INCOME STATEMENT**

## **Operating result**

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	18.0	17.4	3.4
Grants and contributions revenue	9.1	6.0	51.7
Operating result for the year	3.1	(6.1)	151
Net operating result before capital grants and contributions	0.3	(6.2)	105

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000 GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | f 02 9275 7179 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Page 72 of 77

Council's operating result (\$3.1 million including the effect of depreciation and amortisation expense of \$6.9 million) was \$9.2 million higher than the 2017–18 result. This was mainly due to the receipt of one-off revenue of \$6.6 million relating to the Wentworth to Broken Hill pipeline project, the recognition of Council's share of the net assets of the Far South West Joint Organisation (FNWJO) of \$1.5 million, and an increase in capital grants.

The net operating result before capital grants and contributions (\$0.3 million) was \$6.5 million higher than the 2017–18 result due to the additional operating revenue noted above.

Rates and annual charges revenue (\$18 million) increased by \$0.6 million (3.4 per cent) in 2018–2019.

Grants and contributions revenue (\$9.1 million) increased by \$3.1 million (51.7 per cent) in 2018–2019 due to:

- Increased financial assistance grants of \$417,000
- An increase in capital grants of \$2.8 million as 2017–18 included the reversal of the BHP Foundation funding.

## STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$12 to \$15.5 million at the close of the year.
- The decrease is mostly due to investing funds in longer term investments and an increase in capital expenditure.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2019	2018	Commentary
	\$m	\$m	
External restrictions	4.8	13.4	External restrictions include unspent specific
Internal restrictions	12.8	13.8	purpose grants, developer contributions, and domestic waste management charges, and
Unrestricted	6.9	1.3	royalties.
Cash and investments	24.5	28.5	<ul> <li>Balances are internally restricted due to Council policy or decisions for forward plans including works program.</li> </ul>
			<ul> <li>Unrestricted balances provide liquidity for day-to-day operations.</li> </ul>

Page 73 of 77

#### Debt

After repaying principal and interest of \$1.4 million, total debt as at 30 June 2019 was \$13.1 million (2018: \$13.7 million).

#### PERFORMANCE

#### **Operating performance ratio**

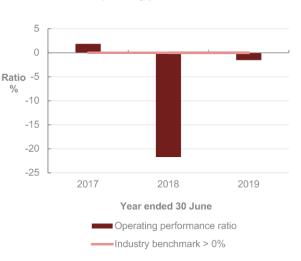
- Council's operating performance indicator of -1.5 per cent in 2018– 19 (-21.7 per cent in 2017–18) failed to meet the industry benchmark due to an operating deficit before capital items after excluding the effects of recognising Council's share of the FSWJO.
- The improvement in the ratio for 2018–19 is due to the one-off revenue relating to Wentworth to Broken Hill pipeline project.

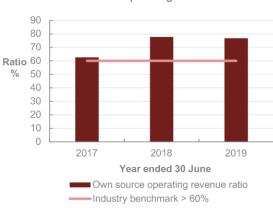
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than zero per cent.

#### Own source operating revenue ratio

- Council's own source operating revenue ratio of 76.7 per cent in 2018–19 (77.8 per cent in 2017– 18) met the industry benchmark.
- This indicator fluctuates with movements in grants and contributions.

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent. Operating performance ratio





Own source operating revenue ratio

Page 74 of 77

#### Unrestricted current ratio

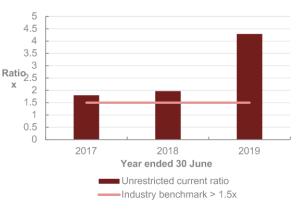
- This ratio indicated that Council had 4.3 times of unrestricted assets available to service every one dollar of its unrestricted current liabilities.
- Council's unrestricted current ratio increased to 4.3 as at 30 June 2019 (2 for 2018) and exceeded the industry benchmark.

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.

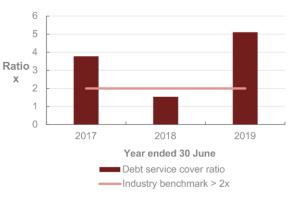
#### Debt service cover ratio

 The debt service cover ratio for 2018–19 was 5.1 (1.5 in 2017– 18) which is above the industry benchmark.

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times. Unrestricted current ratio



Debt service cover ratio



Page 75 of 77

#### Rates and annual charges outstanding percentage

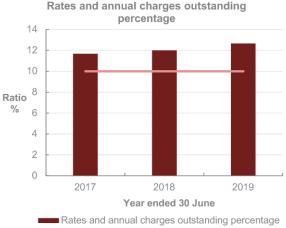
- Council's indicator of 12.7 per cent as at 30 June 2019 (12 per cent as at 30 June 2018) failed to meet the benchmark.
- Management attribute the continued deterioration of this ratio to hardship caused by an ageing population and a low income demographic.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.

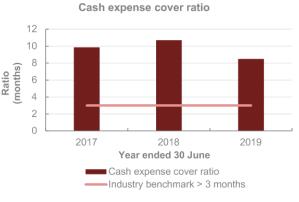
#### Cash expense cover ratio

 Council's cash expense cover ratio of 8.5 months for 2018–19 (10.7 months for 2017–18) exceeded the benchmark.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.



Industry benchmark < 10%</p>



#### Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$8.9 million compared \$2.8 million for the prior year
- Renewals primarily consisted of infrastructure assets (\$5.2 million), and tip assets (\$2.4 million) due to the re-assessment of future remediation costs included in the asset value.
- The level of asset renewals during the year represented 129 percent of the total depreciation expense (\$6.9 million) for the year.

#### **OTHER MATTERS**

#### New accounting standards implemented

Application period	Overview
AASB 9 'Financial Instruments' and revise	d AASB 7 'Financial Instruments: Disclosures'
For the year ended 30 June 2019	AASB 9 replaces AASB 139 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting.
	Key changes include:
	<ul> <li>a simplified model for classifying and measuring financial assets</li> </ul>
	<ul> <li>a new method for calculating impairment</li> </ul>
	<ul> <li>a new type of hedge accounting that more closely aligns with risk management.</li> </ul>
	The revised AASB 7 includes new disclosures as a result of AASB 9.
	The impact of adopting AASB 9 is disclosed in Notes 6 and 7.

#### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general purpose financial statements
- staff provided all accounting records and information relevant to the audit.

Jame ( Ad

David Nolan Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: James Roncon, General Manager Jim Mitchell, Chair of Audit, Risk and Improvement Committee Jim Betts, Secretary of the Department of Planning, Industry and Environment

Page 77 of 77

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2019

A vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.



Special Purpose Financial Statements for the year ended 30 June 2019

Contents	Page
Statement by Councillors & Management	3
Special Purpose Financial Statements	
Income Statement – Airport Income Statement – Civic Centre (Entertainment centre) Income Statement – Commercial waste	4 5 6
Statement of Financial Position – Airport Statement of Financial Position – Civic Centre (Entertainment centre) Statement of Financial Position – Commercial waste	7 8 9
Note 1 – Significant Accounting Policies	10
Auditor's Report on Special Purpose Financial Statements	13

#### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and (b) those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities.

iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Page 2 of 15

Special Purpose Financial Statements for the year ended 30 June 2019

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

#### The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

#### To the best of our knowledge and belief, these statements:

- · present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- · accord with Council's accounting and other records.
- · present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 August 2019.

Darriea Turley AM Mayor 28 August 2019

James Roncon General Manager 28 August 2019

Marion Browne Councillor 28 August 2019

Jalull

Jay Nankivell Responsible Accounting Officer 28 August 2019

PBgges bpf 5

Special Purpose Financial Statements 2019

Income Statement – Airport for the year ended 30 June 2019

	2019 Category 2 \$ '000	2018 Category 2 \$ '000
Income from continuing operations		
User charges	661	589
Grants and contributions provided for non-capital purposes	_	45
Total income from continuing operations	661	634
Expenses from continuing operations		
Employee benefits and on-costs	322	323
Borrowing costs	-	35
Materials and contracts	159	217
Depreciation, amortisation and impairment	340	533
Other expenses	89	89
Total expenses from continuing operations	910	1,197
Surplus (deficit) from continuing operations before capital amounts	(249)	(563)
Surplus (deficit) from continuing operations after capital amounts	(249)	(563)
Surplus (deficit) from all operations before tax	(249)	(563)
SURPLUS (DEFICIT) AFTER TAX	(249)	(563)
Plus accumulated surplus Add:	(140)	(138)
- Subsidy paid/contribution to operations	(430)	561
Closing accumulated surplus	(819)	(140)
Return on capital %	(1.9)%	(3.7)%
Subsidy from Council	426	899

Page 4 of 15

# Income Statement – Civic Centre (Entertainment centre) for the year ended 30 June 2019

	2019 Category 2 \$ '000	2018 Category 2 \$ '000
Income from continuing operations		
User charges	139	12
Total income from continuing operations	139	12
Expenses from continuing operations		
Employee benefits and on-costs	171	33
Materials and contracts	111	60
Depreciation, amortisation and impairment	604	459
Other expenses	22	121
Total expenses from continuing operations	908	673
Surplus (deficit) from continuing operations before capital amounts	(769)	(661)
Grants and contributions provided for capital purposes	506	655
Surplus (deficit) from continuing operations after capital amounts	(263)	(6)
Surplus (deficit) from all operations before tax	(263)	(6)
SURPLUS (DEFICIT) AFTER TAX	(263)	(6)
Plus accumulated surplus	11,261	10,999
Closing accumulated surplus	10,998	10,993
Return on capital %	(4.0)%	(3.5)%
Subsidy from Council	1,022	1,165

Page 5 of 15

Special Purpose Financial Statements 2019

Income Statement – Commercial waste for the year ended 30 June 2019

	2019 Category 2 \$ '000	2018 Category 2 \$ '000
Income from continuing operations		
User charges	1,270	799
Total income from continuing operations	1,270	799
Expenses from continuing operations		
Employee benefits and on-costs	279	95
Materials and contracts	58	318
Depreciation, amortisation and impairment	97	81
Other expenses	108	3
Total expenses from continuing operations	542	497
Surplus (deficit) from continuing operations before capital amounts	728	302
Surplus (deficit) from continuing operations after capital amounts	728	302
Surplus (deficit) from all operations before tax	728	302
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(200)	(83)
SURPLUS (DEFICIT) AFTER TAX	528	219
Plus accumulated surplus Plus adjustments for amounts unpaid:	(281)	431
- Corporate taxation equivalent	200	83
Closing accumulated surplus	447	733
Return on capital %	29.1%	14.3%

Page 6 of 15

Special Purpose Financial Statements 2019

Statement of Financial Position – Airport as at 30 June 2019

	2019 Category 2 \$ '000	2018 Category 2 \$ '000
	\$ 000	\$ 000
ASSETS		
Current assets		
Receivables	4	21
Total current assets	4	21
Non-current assets		
Infrastructure, property, plant and equipment	13,429	14,091
Total non-current assets	13,429	14,091
TOTAL ASSETS	13,433	14,112
NET ASSETS	13,433	14,112
EQUITY		
Accumulated surplus	(819)	(140)
Revaluation reserves	14,252	14,252
TOTAL EQUITY	13,433	14,112

Page 7 of 15

Special Purpose Financial Statements 2019

Statement of Financial Position – Civic Centre (Entertainment centre) as at 30 June 2019

	2019 Category 2	2018 Category 2
	\$ '000	\$ '000
ASSETS		
Current assets		
Receivables	4	_
Total current assets	4	-
Non-current assets		
Infrastructure, property, plant and equipment	19,149	19,151
Total non-current assets	19,149	19,151
TOTAL ASSETS	19,153	19,151
LIABILITIES		
Current liabilities		
Payables	_	3
Total current liabilities		3
TOTAL LIABILITIES		3
NET ASSETS	19,153	19,148
EQUITY		
Accumulated surplus	10,998	10,993
Revaluation reserves	8,155	8,155
TOTAL EQUITY	19,153	19,148
		,

Page 8 of 15

Special Purpose Financial Statements 2019

# Statement of Financial Position – Commercial waste as at 30 June 2019

	2019 Category 2 \$ '000	2018 Category 2 \$ '000
ASSETS		
Current assets		
Receivables	77	106
Total current assets	77	106
Non-current assets		
Infrastructure, property, plant and equipment	2,503	2,113
Total non-current assets	2,503	2,113
TOTAL ASSETS	2,580	2,219
LIABILITIES Current liabilities		
Provisions	2,133	1,486
Total current liabilities	2,133	1,486
TOTAL LIABILITIES	2,133	1,486
NET ASSETS	447	733
EQUITY		
Accumulated surplus	447	733
TOTAL EQUITY	447	733

Page 9 of 15

Special Purpose Financial Statements 2019

## Notes to the Special Purpose Financial Statements for the year ended 30 June 2019

#### Note 1. Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

#### **National Competition Policy**

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

#### Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

Nil

#### Category 2

(where gross operating turnover is less than \$2 million)

#### a. Civic Centre (Entertainment Centre)

Venue for the conduct of shows, festivals, civic activities & significant events

#### b. Broken Hill Airport

Facility for aircraft arrivals & departures, aircraft accommodation, workshop & associated activities.

#### c. Commercial Garbage Service

Garbage collection & disposal service provided to the business & commercial sector.

continued on next page ...

Page 10 of 15

Special Purpose Financial Statements 2019

#### Notes to the Special Purpose Financial Statements for the year ended 30 June 2019

#### Note 1. Significant Accounting Policies (continued)

#### Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

#### (i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Finanncial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

#### Notional rate applied (%)

Corporate income tax rate - 27.5%

Land tax – the first \$692,000 of combined land values attracts **0%**. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of **2.0%** applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

#### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is/ the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

#### Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

#### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

continued on next page ...

Page 11 of 15

Special Purpose Financial Statements 2019

# Notes to the Special Purpose Financial Statements for the year ended 30 June 2019

#### Note 1. Significant Accounting Policies (continued)

#### (ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

#### (iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

#### Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.32% at 30/6/19.

#### (iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Page 12 of 15



#### INDEPENDENT AUDITOR'S REPORT

#### Report on the special purpose financial statements

Broken Hill City Council

To the Councillors of Broken Hill City Council

#### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Broken Hill City Council's (the Council) declared business activities, which comprise the Income Statement of each declared business activity for the year ended 30 June 2019, the Statement of Financial Position of each declared business activity as at 30 June 2019, Note 1 Significant accounting policies for the business activities declared by Council, and the Statement by Councillors and Management.

The declared business activities of the Council are:

- Civic Centre (Entertainment centre)
- Airport
- Commercial Waste.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared business activities as at 30 June 2019, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code).

My opinion should be read in conjunction with the rest of this report.

#### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000 GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | f 02 9275 7179 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Page 13 of 15

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- · mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

#### Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

#### The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

#### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <u>www.auasb.gov.au/auditors\_responsibilities/ar4.pdf</u>. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Jame ( Not

David Nolan Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

22 October 2019 SYDNEY

Page 15 of 15

SPECIAL SCHEDULES for the year ended 30 June 2019

A vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.



# Broken Hill City Council Special Schedules 2019 Special Schedules for the year ended 30 June 2019 Contents Page Special Schedules Page Special Schedules 3 Report on Infrastructure Assets - Values 7

Page 2 of 8

Special Schedules 2019

#### Permissible income for general rates

		Calculation 2019/20	Calculation 2018/19
		\$ '000	\$ '000
Notional general income calculation <sup>1</sup>			
Last year notional general income yield	а	15,376	15,157
Plus or minus adjustments <sup>2</sup>	b	7	(21)
Notional general income	c = a + b	15,383	15,136
Permissible income calculation			
Or rate peg percentage	е	2.70%	2.30%
Or plus rate peg amount	$i = e \times (c + g)$	415	348
Sub-total	k = (c + g + h + i + j)	15,798	15,484
Plus (or minus) last year's carry forward total	I	31	151
Less valuation objections claimed in the previous year	m	-	(213)
Sub-total	n = (I + m)	31	(62)
Total permissible income	o = k + n	15,829	15,422
Less notional general income yield	p	15,799	15,376
Catch-up or (excess) result	q = o - p	30	46
Less unused catch-up 5	S	_	(14)
Carry forward to next year <sup>6</sup>	t = q + r + s	30	32

#### Notes

(1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

(2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.

- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.

Page 3 of 8



#### INDEPENDENT AUDITOR'S REPORT

Special Schedule - Permissible income for general rates

Broken Hill City Council

To the Councillors of Broken Hill City Council

#### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Broken Hill City Council (the Council) for the year ending 30 June 2020.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

#### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000 GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | f 02 9275 7179 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Page 4 of 8

#### Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2019'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

#### The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

#### Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: <a href="http://www.auasb.gov.au/auditors\_responsibilities/ar8.pdf">www.auasb.gov.au/auditors\_responsibilities/ar8.pdf</a>. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

Jame ( Not

David Nolan Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

22 October 2019 SYDNEY

Page 6 of 8

Attachment 2 2018/2019 Audited Financial Statements

DRAFT 2018/2019 ANNUAL REPORT

Report on Infrastructure Assets as at 30 June 2019

Asset Class	Estimated cost Estimated cost to bring to the Asset Category to bring assets agreed level of 2018/19				2018/19		Gross	Assets in condition as a percentage of gross replacement cost				
		to satisfactory standard		Required maintenance <sup>a</sup>	Actual maintenance	Net carrying amount	replacement cost (GRC)	1	2	3	4	5
(a) Report	on Infrastructure Assets	- Values										
Buildings	Buildings	1,711	1,711	1,370	1,560	34,304	72,505	42.0%	14.0%	35.0%	8.0%	1.0%
	Sub-total	1,711	1,711	1,370	1,560	45,101	72,505	42.0%	14.0%	35.0%	8.0%	1.0%
Other	Other structures	445	445	400	_	3,417	14,133	10.0%	10.0%	62.0%	18.0%	0.0%
structures	Sub-total	445	445	400	-	3,417	14,133	10.0%	10.0%	62.0%	18.0%	0.0%
Roads	Sealed roads	671	671	1,570	1,728	73,464	146,787	2.0%	19.0%	76.0%	2.0%	1.0%
	Unsealed roads	-	_	30	_	1,585	2,515	33.0%	50.0%	17.0%	0.0%	0.0%
	Footpaths	-	_	100	191	6,521	12,817	1.0%	99.0%	0.0%	0.0%	0.0%
	Other road assets	346	346	500	502	28,847	47,302	0.0%	0.0%	0.0%	0.0%	100.0%
	Sub-total	1,017	1,017	2,200	2,421	110,417	209,421	1.9%	20.0%	53.5%	1.4%	23.2%
Stormwater	Stormwater drainage	118	118	80	201	8,101	13,518	5.0%	43.0%	47.0%	5.0%	0.0%
drainage	Sub-total	118	118	80	201	8,101	13,518	5.0%	43.0%	47.0%	5.0%	0.0%
Open space /	Swimming pools	157	157	1,110	19	6,837	17,930	5.0%	43.0%	47.0%	5.0%	0.0%
recreational	Other	2,804	2,804	880	2,436	10,579	32,919	12.0%	19.0%	36.0%	27.0%	6.0%
assets	Sub-total	2,961	2,961	1,990	2,455	17,416	50,849	9.5%	27.5%	39.9%	19.2%	3.9%
Other	Other	36	36	150	37	-	11,879	8.0%	29.0%	62.0%	1.0%	0.0%
infrastructure assets	Sub-total	36	36	150	37	-	11,879	8.0%	29.0%	62.0%	1.0%	0.0%
	TOTAL - ALL ASSETS	6,288	6,288	6,190	6,674	184,452	372,305	11.3%	20.6%	48.4%	5.9%	13.8%

(a) Required maintenance is the amount identified in Council's asset management plans.

#### Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required

- 3 Satisfactory Maintenance work required
  - Poor
- 4
- Renewal required
- Urgent renewal/upgrading required 5 Very poor

continued on next page ...

Page 7 of 8

#### **Broken Hill City Council**

Report on Infrastructure Assets (continued) as at 30 June 2019

	Amounts	Indicator	Prior p	periods	Benchmark	
\$ '000	2019	2019	2018	2017		
Infrastructure asset performance indicators (consolidated)						
Buildings and infrastructure renewals ratio 1 Asset renewals 2 Depreciation, amortisation and impairment	<u>10,954</u> 6,242	175.49%	19.28%	112.80%	>=100.00%	
Infrastructure backlog ratio 1 Estimated cost to bring assets to a satisfactory standard Net carrying amount of infrastructure assets	<u>6,288</u> 184,452	3.41%	24.15%	25.51%	<2.00%	
Asset maintenance ratio Actual asset maintenance Required asset maintenance	<u> </u>	107.82%	172.65%	121.62%	>100.00%	
Cost to bring assets to agreed service level Estimated cost to bring assets to an agreed service level set by Council Gross replacement cost	<u>6,288</u> 372,305	1.69%	11.97%	13.06%		

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Page 8 of 8

ORDINARY MEETING OF THE COUNCIL

October 30, 2019

#### ITEM 4

#### BROKEN HILL CITY COUNCIL REPORT NO. 190/19

# SUBJECT: 2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 190/19 dated October 30, 2019, be received.
- 2. That Council adopt the Disability Inclusion Action Plan 2017-2021 Key Performance Indicators Progress Report for the reporting period ending 30 June 2019.

#### **Executive Summary:**

The NSW *Disability Inclusion Act 2014* aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government required all councils to implement a Disability Inclusion Action Plan (DIAP) by July 2017. Council's DIAP was developed according to the legislative requirements described in the Act and adopted on 28 June 2017.

The Disability Inclusion Action Plan Monitoring Group is to provide a forum for relevant stakeholders and representatives to monitor the progress of Council's four-year plan to achieve the requirements of the NSW *Disability Inclusion Act 2014*.

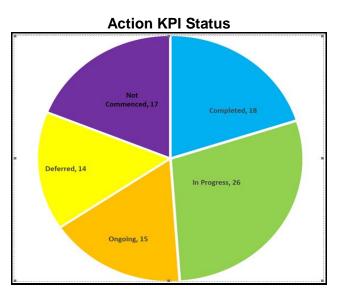
#### **Report:**

This report relates to Council's progress for the first two years of DIAP 2017-2021, for the reporting period ending 30 June 2019.

A total of 87 performance action targets are set within Council's DIAP 2017-2021. Given that the plan is only half-way into its four-year duration, it is premature at this stage to determine the ability of Council being able to achieve all set targets. As time and the plan progress, future reporting will provide a clearer indication of performance against targets.

A snapshot of the Action KPI's for the half way mark of the four year plan indicates that 18 Key Performance Indicators (KPIs) reported as 'completed', 26 reported as 'in progress', 15 reported as 'ongoing', 14 reported as deferred, 17 reported as 'not commenced' and 0 reported as 'not achieved'.

#### DISABILITY PLAN SNAPSHOT - 1 JULY 2017 - 30 JUNE 2019



#### **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organization to operate its legal framework

#### **Relevant Legislation:**

Disability Inclusion Act (NSW) 2014 Disability Discrimination Act (Commonwealth) 1992 Local Government Act 1993 Integrated Planning and Reporting Framework

#### Financial Implications:

The DIAP is included in the Integrated Planning and Reporting Framework, with actions identified in the Delivery Program, in accordance with Council's Long-Term Financial Plan, annual Operational Plans and annual budget processes.

#### Attachments

- 1. 2017-2021 Disability Inclusion Action Plan Key Performance Indicators Progress
- Report to 30 June 2019

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER

Attachment 1 2017-2021 Disability Inclusion Action Plan - Key Performance Indicators Progress Report to 30 June 2019

## 2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT TO 30 JUNE 2019



AUSTRALIA'S FIRST HERITAGE LISTED CITY

#### Attachment 1 2017-2021 Disability Inclusion Action Plan - Key Performance Indicators Progress Report to 30 June 2019



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

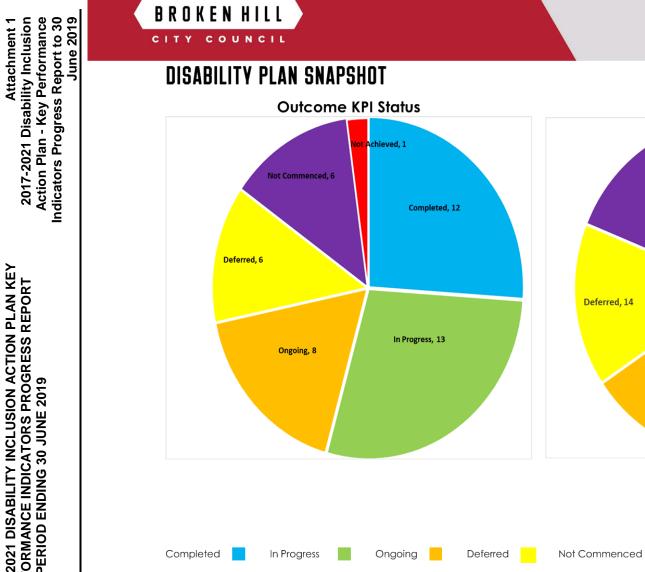
2

Attachment 1 2017-2021 Disability Inclusion Action Plan - Key Performance Indicators Progress Report to 30 June 2019

## TABLE OF CONTENTS

DISABILITY PLAN SNAPSHOT	4
ATTITUDES AND BEHAVIOURS	
FOCUS AREA: 1 Attitudes and Behaviours	6
LIVEABLE COMMUNITIES	
FOCUS AREA: 2 Liveable Communities	
SYSTEMS AND PROCESSES	41
FOCUS AREA: 3 Systems and Processes	42
EMPLOYMENT	51
FOCUS AREA: 4 Employment	52
• •	

3



**Action KPI Status** Not Commenced, 17

Ongoing, 15

Not Achieved

Completed, 18

4

In Progress, 26

2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019

Page 213



BROKEN HILL

## CITY COUNCIL **ATTITUDES AND BEHAVIOURS Outcome KPI Status Action KPI Status** Not Commenced, Completed, 2 2 Completed, 2 Deferred, 4 In Progress, 6 Not Commenced, 2 Ongoing, 1 Ongoing, 5 Completed In Progress Ongoing Deferred Not Commenced Not Achieved

5

## BROKEN HILL CITY COUNCIL

#### FOCUS AREA: 1 Attitudes and Behaviours

STRATEGY: \$1.1 Support positive attitudes towards inclusion amongst our Council staff OUTCOME: 01.1.1 All Council staff have an awareness of what inclusion means

POSITION	N		17/18	18/19	19/20	20/21
Human R	Resources Manager		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	<ol> <li>Number of induction or refresher sessions delivered that encompass disability inclusion as a topic</li> </ol>	No induction or refresher sessions of June 2019.	to 30			
	2. Council training course materials incorporate the topic of disability inclusion	No Council training course materie 2019, due to competing resourcing			June	
	3. Customer Service Framework incorporates the topic of disability awareness and person-centred communication	Documentation within the Custom sections on Inclusion and Accessik and effective communication with disability.	pility and inc	corporates a	wareness	

#### ACTION: A1.1.01 Develop in-house training materials on inclusion of people with disability

Human Resources Manager		Yes	No	No	Nc		
Performance Indicator(s)	Comment				KPI Status		
<ol> <li>Finalise awareness training materials for inclusion in induction and/or refresher courses</li> </ol>		Awareness training materials for inclusion in induction and/or refresher courses under development.					

Completed

Ongoing

In Progress

Deferred Not Commenced

# BROKEN HILL

#### ACTION: A1.1.02 Deliver induction sessions that encompass the topic of inclusion of people with disability

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>All new employees receive inclusion awareness training</li> </ol>	s receive inclusion awareness In progress. Inclusion awarenes review of induction processes				

#### ACTION: A1.1.03 Develop and implement an annual training program that promotes inclusivity

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1.80% targeted attendance rate	Annual Training progra 2020/2021.	am development re-so	cheduled fo	r	

#### ACTION: A1.1.04 Incorporate disability awareness and person-centred communication in the Customer Service Framework

POSITION		17/18	18/19	19/20	20/21
Corporate Services Coordinator		Yes	No	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Customer Service Framework includes guidelines on communicating effectively with customers who may have disability (person centred communication)</li> </ol>	Documentation within the Cust sections on Inclusion and Acce and effective communication disability.	essibility and in	corporates	awareness	
ted In Progress Ongoing Def	erred Not Commenced	Not Ac	chieved		

STRATEGY: \$1.2 Train Council staff to respectfully, confidently and effectively communicate with people with disability OUTCOME: O1.2.1 Council staff are confident and skilled in communicating with people who have disability

POS	TION		17/18	18/19	19/20	20/21
Hur	an Resources Manager		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	<ol> <li>Number and type of training programs relating to inclusion or disability confidence/awareness delivered or that Council staff are sent to</li> </ol>	No training programs relating to in confidence/awareness were deliv			eriod.	

### ACTION: A1.2.01 Provide key Council staff in Corporate Services, Human Resources and Planning, Development & Compliance training in creating alternative document formats in Word, PDF, Power Point (as a minimum)

POSITION		17/18	18/19	19/20	20/21		
Human Resources Manager		Yes	Yes	No	No		
Performance Indicator(s)	Comment				<b>KPI Status</b>		
1.80% targeted attendance and type of training programs relating to creating documents that are provided for staff	Training programs relating to creating documents that are provided for staff not commenced. Carry over to 2020/2021.						

### ACTION: A1.2.02 Provide Information Services, Digital Officer and other staff who may be required to update web pages with training in web content and design compatible with Web Content Accessibility Guidelines (WCAG) 2.0

Performance Indicator(s)Comment1.80% targeted attendance and type of training programs relating to web content and designWebsite Content Accessibility Guidelines awareness and compliance forms a standard part of Social Media, OpenForms,	KPI Status					Human Resources Manager Performance Indicator(s)			
programs relating to web content and design compliance forms a standard part of Social Media, OpenForms,	_			Comment	Performance Indicator(s)				
and OpenCities training provided to content creators. OpenForm training has been delivered to 22 staff over 8 sessions to 31 December 2018.	s	1edia, OpenForms, creators. OpenForms	d part of Social Me ided to content cre	compliance forms a standa and OpenCities training pro training has been delivered	0	/1		0	

ACTION: A1.2.03 Support the Asset & Infrastructure team to enhance disability confidence and communication skills in order to effectively engage people with disability in the Pedestrian and Mobility Plan (PAMP) and the Traffic Committee

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Meeting Evaluation Sheet data indicates that people with disability feel that Council staff are increasing their skill in addressing access and inclusion in meetings</li> </ol>	Evaluation sheet data collection r				

### ACTION: A1.2.04 Provide Council staff from Library, Events, GeoCentre and Art Gallery with opportunities to gain awareness of the needs of children with autism (and the needs of their parents, care givers and siblings)

Human Resources Manager		Yes	Yes	Yes	Υe
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>80% attendance by targeted group in autism awareness activities or training attended by Council staff from Library, Events, GeoCentre and Art Gallery</li> </ol>	Staff attended planned lecture 2018. Further autism awarenes				

In Progress Ongoing

Deferred Not Commenced

Not Achieved

9

### BROKEN HILL CITY COUNCIL

ACTION: A1.2.05 Provide GeoCentre, Library, Events and Art Gallery staff with skills (via training or partnership with parents and/or experienced professionals) to create Social Stories that will assist children with autism, or children who experience anxiety, to be involved in groups or formal program activities

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		No	Yes	No	No
Performance Indicator(s)				<b>KPI Status</b>	
1.80% targeted attendance at education/training sessions in relation to autism/social anxiety	nned 018.				
2. Survey of Council staff attending the autism awareness activities indicates an increase confidence developing Social Stories relating to their programs and events	Survey to be undertaken; sched				

#### ACTION: A1.2.06 Expand awareness and/or training programs for Council training programs for Council staff across the organisation to ensure all services can be delivered in an inclusive manner

POSITION	POSITION					18/19	19/20	20/21
Hu	uman Resources N	anager			No	Yes	No	No
Perform	nance Indicator(s)		Commer	nt				KPI Status
	attendance by tar ing attended by C	geted group in activ ouncil staff	ities Resched	uled for 2020/2021.				
mpleted	In Progress	Ongoing	Deferred	Not Commenced	Not Ad	chieved		10

Con

STRATEGY: \$1.3 Contribute positive media stories about what Council is doing to build inclusion with people with disability OUTCOME: O1.3.1 The community is aware of the activities Council is undertaking to progressively build greater inclusion of people with disability

POSITION	l de la constante de	17/18	18/19	19/20	20/21	
Manager	r Communications		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	1. Number and topic of media releases relating to DIAP	Disability Inclusion Action Plan refe statements.				

#### ACTION: A1.3.01 Provide regular media stories (including on social media) on the progress of the implementation of the DIAP

POSITION		17/18	18/19	19/20	20/21
Manager Communications Performance Indicator(s)	Comment	Yes	Yes	Yes	Yes KPI Status
Minimum four per year and topic of mediaDisability Inclusion Action Plan referenced in relevant releases andleases relating to DIAPstatements.					

### ACTION: A1.3.02 Source and provide stories to media on the experiences and/or opinions of people with disability with regards to the effectiveness of Council's strategies to build inclusion

POSITION	POSITION						17/18	18/19	19/20	20/21
M	lanager Comr	nunico	ations				Yes	Yes	Yes	Yes
Perform	Performance Indicator(s)				Comment					<b>KPI Status</b>
	Iinimum four per year and topic of mediaDisability Inclusion Actionases relating to DIAPstatements.					referenced ir	n relevant re	eleases and		
leted	In Progress		Ongoing	Defe	erred	Not Commenced	Not A	chieved	•	

STRATEGY: \$1.4 Contribute to creating positive attitudes towards inclusion in Broken Hill community OUTCOME: 01.4.1 The community has a greater awareness of disability inclusion and the benefits of inclusion to the broader community

POSITION		17/18	18/19	19/20	20/21
Director Corporate		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Number of disability or inclusion awareness campaigns that Council contributes to or partners with other agencies to promote</li> </ol>	Three inclusion awareness campa during Hearing Awareness week w GeoCentre hosted the Lifeline Exh Administrative Centre displayed p National Disability Insurance Scher The Art Gallery works with Maari M throughout the year. The Live Bett regularly for tours as they enjoy the The GeoCentre continue to the ho Mission Australia regularly attend t enjoy the accessible and interacti	vith the Hea nibition. The osters and p me. Na Health or ter group at e disability c ost the Lifelir he GeoCer	ring Centre Library and bamphlets for various pro tend the Go accessible b he Art Exhibi- htre for tours	and the or grams allery uilding. tion.	•

### ACTION: A1.4.01 Support disability awareness campaigns by displaying promotional posters in Council buildings and facilities (e.g. Autism Awareness, Mental Health Month, International Day of People with Disability and National Relay Service)

POSITION		17/18	18/19	19/20	20/21
Events Coordinator		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Minimum of five disability or inclusion awareness campaigns that Council supports</li> </ol>	Council has supported the NDI hubs, National Reconciliation V Awareness, Inclusive Tourism O Stress Down Day and Internatic community event.	Neek, Positive Inline Learning	Partnership (internal p	os Autism promotion),	
npleted 📕 In Progress 📕 Ongoing <mark>–</mark> Defe	rred Not Commenced	Not Ac	chieved		12

### ACTION: A1.4.02 Extend an invitation to YMCA staff, to join the autism awareness session and/or training provided to Library, Events, GeoCentre and Art Gallery staff

POSITION	17/18	18/19	19/20	20/21
Human Resources Manager	Yes	Yes	No	No
Performance Indicator(s)	Comment			<b>KPI Status</b>
1.80% targeted attendance at education/training sessions by YMCA staff	Invitation sent to education/training sessions 2019/2020. No further sessions or invitations t		0	
2. Evaluation by Council and YMCA staff attending autism awareness training indicates an increase in confidence in meeting the needs of children with autism and their families	Evaluation by Council and YMCA staff not u 2020/2021.	ndertaken o	during	

### ACTION: A1.4.03 Extend an invitation to YMCA staff, to join the professional development opportunities relating to creating Social Stories for children with autism or who experience anxiety

Human Resources Manager Performance Indicator(s)	Comment	No	Yes	KPI Status
1.80% targeted attendance at education/training sessions by YMCA staff	Rescheduled for carry c	over to 2020/2021.		
2. Survey of YMCA staff attending indicates increase in confidence in creating Social Sto		over to 2020/2021.		

ACTION: A1.4.04 Library, GeoCentre and/or Art Gallery host programs and/or events that include disability as being part of the human experience and/or reflected in cultural artefacts

Performance Indicator(s)CommentKPI Status1. Minimum of five programs and/or events including disability as part of the human experience and cultural expressionThe Library has established an Early Literacy collection for Indigenous; * engaged with aboriginal community in holding NAIDOC Storytime session; * established a collection of resources for reluctant readers; * engaged with Salvation Army Lisk group, sessions; and the Art Gallery hosted workshops for Maari Ma Health group clients. The Library has also installed technology and equipment improvements to assist in inclusion and accessibility with further improvements in planning. The GeoCentre hosts the Annual Lifeline Art Exhibition.				<b>KPI Status</b>
<ul> <li>including disability as part of the human experience and cultural expression</li> <li>Indigenous;</li> <li>engaged with aboriginal community in holding NAIDOC Storytime session;</li> <li>established a collection of resources for reluctant readers;</li> <li>engaged with Salvation Army Lisk group, sessions; and the Art Gallery hosted workshops for Maari Ma Health group clients.</li> <li>The Library has also installed technology and equipment improvements to assist in inclusion and accessibility with further improvements in planning.</li> </ul>	e Library has established an Early Literacy			
Storytime session; * established a collection of resources for reluctant readers; * engaged with Salvation Army Lisk group, sessions; and the Art Gallery hosted workshops for Maari Ma Health group clients. The Library has also installed technology and equipment improvements to assist in inclusion and accessibility with further improvements in planning.		collection	for	
<ul> <li>* engaged with Salvation Army Lisk group, sessions; and the Art Gallery hosted workshops for Maari Ma Health group clients.</li> <li>The Library has also installed technology and equipment improvements to assist in inclusion and accessibility with further improvements in planning.</li> </ul>	000,	olding NAID	OC	
Gallery hosted workshops for Maari Ma Health group clients. The Library has also installed technology and equipment improvements to assist in inclusion and accessibility with further improvements in planning.	established a collection of resources for re	eluctant rec	aders;	
improvements to assist in inclusion and accessibility with further improvements in planning.				
The GeoCentre hosts the Annual Lifeline Art Exhibition.	provements to assist in inclusion and acce			
	e GeoCentre hosts the Annual Lifeline Art	Exhibition.		
		orytime session; established a collection of resources for re engaged with Salvation Army Lisk group, allery hosted workshops for Maari Ma Hec e Library has also installed technology an iprovements to assist in inclusion and acco provements in planning.	orytime session; established a collection of resources for reluctant rec engaged with Salvation Army Lisk group, sessions; an allery hosted workshops for Maari Ma Health group cl e Library has also installed technology and equipmen provements to assist in inclusion and accessibility with provements in planning.	orytime session; established a collection of resources for reluctant readers; engaged with Salvation Army Lisk group, sessions; and the Art allery hosted workshops for Maari Ma Health group clients. e Library has also installed technology and equipment provements to assist in inclusion and accessibility with further provements in planning.

Completed

In Progress

Deferred

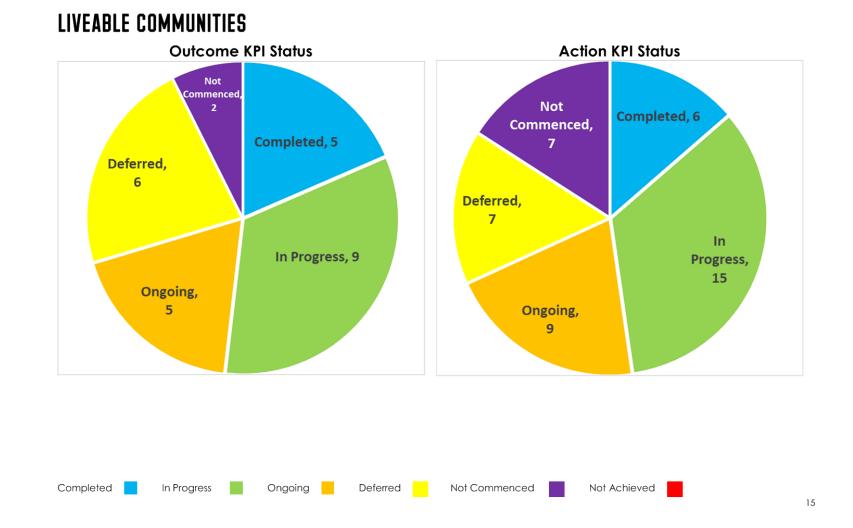
Ongoing



Not Achieved

14





#### FOCUS AREA: 2 Liveable Communities

STRATEGY: S2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities

OUTCOME: O2.1.1 People with disability are consulted about the priority maintenance and upgrade of footpaths, kerbs, crossings and ramps in Broken Hill

OSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Two Reference Group meetings per year on footpath maintenance/upgrade completed	Council has received funding from Pedestrian Access and Mobility Pla PAMP has been upgraded to an A incorporates the bike plan. As par consultation is required. Initially a be formed however invitation for r public were invited to public consu representation from disability orga prioritised forward works program 20 ready for implementation in 202 consulted to the DIAP Monitoring g works will be reported to the DIAP	an commen active Transp t of the pro reference g nembership ultation sess nisations. It will be mad 20-21. The v group. Prog	acing in 2018 port Plan wh ject, commu- proup was pl blacked inte- ions with is proposed e available vorks progra gress of the fo	3-19. The nich also unity anned to prest. The I a in 2019- im will be	1
2. PAMP reviewed to include Reference Group input on priorities for increasing continuous paths of accessible travel	The PAMP Reference Group will no community interest. The communi opportunity for input during consul 05/12/2018. Further consultation w 2019 and the consultation process	ty was prov tation sessio vas underta	rided with ar ons held on t ken on 15 A	n the	•
Completed 📕 In Progress 📕 Ongoing 📕 Defe	erred Not Commenced	Not Act	nieved		

ACTION: A2.1.01 Write Terms of Reference for a Reference Group to the PAMP that includes purpose, duration, frequency, representation across Broken Hill and representational of various mobility types and parents/guardians of school aged children

	· · · · / · · · / · · · · · · · · · · ·				
POSITION		17/18	18/19	19/20	20/21
Strategic Asset Manager		Yes	No	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. PAMP Reference Group Terms of Reference written and approved	PAMP Reference Group Terms of however due to the lack of inter in the PAMP Reference Group, whole community have been p participate in the development sessions/workshops on the 5 De consultation on 15 August 2019	erest from the the group will provided the c t of the PAMP cember 2018	public to po I not progre opportunity through co and further	articipate ess. The to onsultation r	

### ACTION: A2.1.02 Advertise for Reference Group members, and use contacts from industry and Government services to assist to fill all required representation positions

OSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	Yes	No	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>List of advertisements published for Reference Group members, and copy for future Reference Group recruitment is on file</li> </ol>	The PAMP Reference Group will interest following advertising. Al activity will be reported to the D	ll future PAM	P developm		1

Ongoing

Deferred Not Commenced

Not Achieved

#### ACTION: A2.1.03 Conduct meetings (using Accessible Meeting Guidelines) and report on PAMP progress and asking the Reference Group to provide feedback on the priorities listed in the PAMP

POSITION	17/18	18/19	19/20	20/21
Chief Operations Officer	No	Yes	Yes	Yes
Performance Indicator(s)	Comment			<b>KPI Status</b>
1. Two Reference Group meetings per year on footpath maintenance/upgrade completed	The PAMP has been incorporated into an A directed by the RMS. The Active Transport forward works program of footpath mainte works. The plan is aimed to be adopted by Ordinary Council meeting.	Plan will incl nance and	lude a upgrade	

#### ACTION: A2.1.04 Review the PAMP priorities and assessments based on input from the Reference Group

Chief Operations Officer	Ν	o Yes	Yes	Yes
Performance Indicator(s)	Comment			<b>KPI Status</b>
1. PAMP reviewed to include Reference Group input on priorities for increasing continuous paths of accessible travel	Council received funding from Roads an to develop a city-wide Pedestrian Access (PAMP) commencing in 2018/2019. The I upgraded to an Active Transport Plan wh bike plan. The project incorporates com development of a reference group, how participation for this group resulted in a la reference group has been removed from be communicated through the Disability (DIAP) Monitoring Group. An invitation w community for public consultation session from disability organisations. It is anticipation works program will be made available in implementation in 2020/2021. The works at the DIAP Monitoring Group. Progress of	s and Mobili PAMP has be sich also inco munity consi ever adverti ack of intere the project Inclusion Ac as extended as with repre ted a prioriti 2019/2020 re orogram will	ty Plan een orporates a ultation and sing for st. The and will now tion Plan d to the sentation ised forward eady for l be discussed	

### ACTION: A2.1.05 Inform the public of the consultation with the PAMP Reference Group and the priority list for maintenance or upgrade of PAMP related infrastructure

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Media release prepared for each consultation phase	PAMP review as part of the Act Council has actively prepared a project where relevant. During phase, Council promoted the o survey on social media. The Ge interview explaining the project Completed.	media releas the commu completion o eneral Manas	ses for key s nity consulto of the comm ger also did	tages of the ation nunity l a radio	•

#### STRATEGY: S2.2 Plan to progressively improve the accessibility of public toilets (including way finding) OUTCOME: O2.2.1 People with disability are directly consulted about the priorities for enhancement of Council public toilets

POSITION	17/18	18/19	19/20	20/21
Chief Operations Officer	No	No	Yes	No
Performance Indicator(s) Comment				<b>KPI Status</b>
1. One community consultation on Council public toilet maintenance, modification or replacement priorities completed Australian Standards and Legislation construction was completed in April	ommittee es unit that n. The ame	that it intend is fully acce	essible to	
2. PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities finding of accessible Council toilet facilities	ed to prog	ress the proj	ect by	
Completed In Progress Ongoing Deferred Not Commenced	Not Ach	nieved		1

ACTION: A2.2.01 Write a Consultation Plan for a community consultation on Council public toilet maintenance and upgrade, and way finding priorities including: - Purpose and aim of consultation - Promotional plan to engage a broad range of relevant stakeholders (particularly mobility and vision related disability) - Draft consultation questions

POSITION		17/18	18/19	19/20	20/21
Manager Communications		No	No	Yes	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Consultation Plan for accessible Council public toilets consultation complete	Accessible public amenities fall PAMP as access to toilets is par currently underway. The provisi separate project to the PAMP v a works program to be support Monitoring Group. The Commu Infrastructure on a consultation public facilities for disability acc	t of a pedest ion of access which require ed by the co unications tea plan to discu	rian networ ible toilets i s the devel mmunity ar am to work	rk and is is a opment of nd DIAP with	•

ACTION: A2.2.02 Advertise community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities), using industry and Government contacts to assist to reach target audience

DSITION		17/18	18/19	19/20	20/21
Manager Communications		No	Yes	No	N
Performance Indicator(s) Comment					KPI Status
· · · · · · · · · · · · · · · · · · ·	nents to be carried ou developed for public		Ift replacen	nent	

In Progress

Completed

Ongoing Deferred

Not Commenced

Not Achieved

20

### ACTION: A2.2.03 Conduct community consultation on accessible Council public toilets (maintenance and upgrade and way finding priorities) using Accessible Meetings Guidelines

POSITION		17/18	18/19	19/20	20/21
Manager Communications		No	No	Yes	No
Performance Indicator(s)			<b>KPI Status</b>		
<ol> <li>Community consultation on accessible public toilets (maintenance and upgrades) completed</li> </ol>	The next public toilet upgrade i toilets has been consulted on w designed to comply with acces legislation. Council will procure amenities block. For future repl amenities, the Infrastructure tec schedule and type of toilet fac to have a replacement plan co	vith the com ssibility stand a state-of-th lacements/u am is to deve ility for public	munity and ards, codes ne-art acce pgrades of slop a replac c comment.	been and ssible public cement It is aimed	•

### ACTION: A2.2.04 Review the PAMP priorities and assessments on accessible Council public toilet (including way finding) needs based on the community consultation results and other relevant data

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	Yes	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. PAMP reviewed to include community input on priorities for maintenance and upgrade and way finding of accessible Council toilet facilities	Mobility Plan commencing in 2018/2019. The PAMP has be upgraded to an Active Transport Plan which also incorpore bike plan. As part of the project, community consultation required. Initially a reference group was planned to be for however invitation for membership lacked interest. The pu- were invited to public consultation session on 15 August 20 representation from disability organisations. The complete will go to Council for adoption of a 28-day consultation pe prior to adoption by 30 June 2020.				
eted 📕 In Progress 📕 Ongoing 📕 Defe	erred Not Commenced	Not A	chieved	•	2

OUTCOME: 02.2.2 Council public toilets are increasingly modified or replaced by accessible toilets in line with the PAMP priorities

POSITIO	N		17/18	18/19	19/20	20/21
Chief Op	perations Officer		No	No	Yes	Yes
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	<ol> <li>List of Council toilets that have been modified or upgraded (including way finding changes)</li> </ol>					

### ACTION: A2.2.05 Progressively maintain or upgrade accessible Council public toilets (including way finding) based on the priorities identified following community consultation and other data

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>List of Council toilets that have been flagged for maintenance, modification or replacement budgets prepared for each facility and submitted for capital projects (including way finding changes)</li> </ol>	No Council toilets have been fl modification, or replacement of program of Council toilets requ replacement to be developed inform future capital works bud	during this rep iring mainter during 2019,	oorting perionance, moo	od. A dification or	

Not Commenced

Not Achieved

Completed

In Progress

Ongoing

Deferred

OUTCOME: O2.2.3 Current and accurate information on the location of Council accessible toilets is available to residents and visitors

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer	No	Yes	Yes	Yes	
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Information sheet on each Council public toilet listing access features and including a picture of the toilet (to enable families to decide on suitability of access for their needs) are completed</li> </ol>	Scheduled for 2019/2020.				•
2. National Public Toilet Map is reviewed annually	Scheduled for 2019/2020.				
3. Map of accessible Council public toilets of Broken Hill completed	Scheduled for 2019/2020.				

ACTION: A2.2.06 Compile a PDF for each accessible Council public toilet describing the access features (including availability of adult change tables), and providing a picture of each toilet (to enable families of people with profound disability to decide on suitability of access for their needs)

POSITION	17/18	18/19	19/20	20/21
Chief Operations Officer	No	Yes	Yes	Yes
Performance Indicator(s) Comment				<b>KPI Status</b>
1. Information sheet on each accessible Council public toilet listing access features and including a picture of a toilet (to enable families to decide on suitability of access for their needs) are completed. 20% of total public toilets completed each year				
Completed In Progress Ongoing Deferred Not Commenced	Not A	chieved		2

#### ACTION: A2.2.07 Review map of accessible Council public toilets based on the information collected in A2.2.06

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Map of accessible Council public toilets of Broken Hill including GIS layer completed	Scheduled for 2019/2020.				

### ACTION: A2.2.08 Review the National Public Toilet Map including descriptions of access features described as important by the community consultation results

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. National Public Toilet Map is reviewed annually	Scheduled for 2019/2020.				

### OUTCOME: O2.2.4 Suitable sites for the potential installation of adult change tables identified in consultation with people with disability and included as an addendum to the PAMP

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	No	Yes
Performance Indicator(s) Comm	ent				<b>KPI Status</b>
for suitable sites to install adult change tables is to be (should grant funding become available) replac aimed schedu Manag adult d	usion of adult change tal included in the schedule ements. The developmen to be completed in 2019/ le of works will be manag er. Council has also been hange tables at key loca al Aquatic Centre and the	e of works for p of the sche (2020. The de ged by the Str n proactive ir tions such as	public amen dule of work evelopment rategic Asse n the installo at the Broke	nities ks is of the tion of en Hill	
Completed In Progress Ongoing Deferred	Not Commenced	Not Act	hieved		2

### ACTION: A2.2.09 Identify suitable sites for the potential installation of adult change tables identified in consultation with people with disability and included as an addendum to the PAMP

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	No	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. PAMP amended to include recommendations for suitable sites to install adult change tables (should grant funding become available)	The inclusion of adult change to is to be included in the schedule replacements. The developme aimed to be completed in 2019 schedule of works will be manage Manager. Council has also bee adult change tables at key loco Regional Aquatic Centre and the block.	e of works for ant of the sche 2/20. The dev ged by the S en proactive ations such as	r public ame edule of wo velopment of trategic Ass in the instal s at the Brol	enities orks is of the set lation of ken Hill	1

#### STRATEGY: S2.3 Increase accessibility and inclusion of events held in Broken Hill and of Council meetings OUTCOME: O2.3.1 Council staff are supported to increase or promote access and inclusion of events and meetings

POSITION	1								17/18	18/19	19/20	20/21
Events Co	oordinat	or		Yes Yes Yes				Yes				
	Performance Indicator(s)				Commen	ıt					<b>KPI Status</b>	
		Accessible ar uncil is comple		isive Events C	Suidelines	Accessib	le and Inclusive	Events Gu	idelines no	t commenc	ed.	
	2. % targeted attendance at professional On development				Online tro	aining to be und	lertaken oi	n ongoing	basis.		•	
Complete	ed 📘	In Progress	•	Ongoing	Defe	erred	Not Commence	ced	Not Act	nieved		2

### ACTION: A2.3.01 Council staff responsible for Events are provided with professional development (and/or training) opportunities to enhance their knowledge and skills relating to organising accessible events

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
1.80% targeted attendance at professional development (and/or training)	Council departments share an ongoing basis.	templates and r	esources in	ternally on	

#### ACTION: A2.3.02 Source existing Accessible and Inclusive Event Guidelines for use within Council

POSITION		17/18	18/19	19/20	20/21
Events Coordinator		Yes	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
2. Accessible and Inclusive Event Guidelines are reviewed and incorporated into Council's Accessible and Inclusive Event Guidelines	Accessible and Inclusive Guide	elines yet to be	e develope	d.	

#### OUTCOME: 02.3.2 People with disability have greater access to events hosted in Broken Hill LGA

POSITION		17/18	18/19	19/20	20/21
Events Co	pordinator	Yes	Yes	Yes	Yes
	Performance Indicator(s) Comment				<b>KPI Status</b>
	1. % of Council run events that have an access and inclusion plan as part of event implementationDisability inclusion incorporated in plan, in reporting period. Inclusion included on standard event plan	n plan such (	as access, to	oilets	
	2. Accessible and Inclusive Event Guidelines distributed to event organisers in contact with Council	es not yet de	eveloped.		•
Complete	d In Progress Ongoing Deferred Not Commenced	Not Ach	nieved		2

#### ACTION: A2.3.03 Progressively incorporate Council's Access and Inclusion Plans into all Civic events

Brieffi Aziologi rogressively meorporate econemy					
POSITION		17/18	18/19	19/20	20/21
Events Coordinator		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. 25% of Civic events have an Access and Inclusion Plan as part of event implementation each year, by 20/21 have 100% compliance	All Civic events in reported rep Inclusion plan under developr		ı disability p	olan.	

#### ACTION: A2.3.04 Progressively develop Council's Accessible Event templates, guidelines, policies and/or procedures specific to the context of Broken Hill Events

POSITION		17/18	18/19	19/20	20/21
Events Coordinator		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Accessible and Inclusive Resource is developed and publicly available	Scheduled for 2019/2020.				

#### ACTION: A2.3.05 Make Council's Accessible Event Guidelines (including promotional information about drop off points and parking etc) available to event organisers booking Council owned sites

POSITION						17/18	18/19	19/20	20/21
Εv	ents Coordinator					No	Yes	Yes	Yes
Perform	nance Indicator(s)		Com	ment					<b>KPI Status</b>
	essible Event Guid ers in contact witl	elines distributed to n Council	event Resc	heduled for 20	19/2020.				
bleted	In Progress	Ongoing	Deferred	Not Cor	mmenced	Not Ac	chieved		27

#### OUTCOME: 02.3.3 Access by people with disability attending meeting held at Council is specifically addressed and catered for

POSITION		17/18	18/19	19/20	20/21
Corporate Services Coordinator		No	No	Yes	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Accessible Council meeting checklist template is completed and available for Council staff</li> </ol>	Scheduled for 2019/2020.				
<ol> <li>Council meeting invitation template includes a question relating to access needs of meeting attendees</li> </ol>	Scheduled for 2019/2020.				

### ACTION: A2.3.06 Develop a Council Accessible Meetings checklist template to assist staff to cater for meeting participants who may have a disability

POSITION		17/18	18/19	19/20	20/21
Corporate Services Coordinator		No	No	Yes	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Accessible meeting checklist template is completed and available for staff</li> </ol>	Scheduled for 2019/2020.				

#### ACTION: A2.3.07 Develop a process to ensure meeting requests or invitations consider the accessibility requirements of attendees

C	orporate Service	s Coordinator			No	No	Yes	Nc
Perforn	nance Indicator(	5)	Comment					<b>KPI Status</b>
	on relating to acc	ation template inclu ess needs of meetir	Scheduled for :	2019/2020.				

STRATEGY: S2.4 Progressively increase accessibility and inclusion of places of recreation, learning and leisure OUTCOME: O2.4.1 People of all ages with disability have greater access to Library service, Art Gallery and GeoCentre

POSITION	N		17/18	18/19	19/20	20/21
Library S	ervices Coordinator		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	<ol> <li>% of Information on accessible features of Library, Art Gallery and GeoCentre buildings documented</li> </ol>	Accessible features researched, in collation and documenting.	formation r	now requiring	g	
	2. Number and list of Council workshops, activities and/or events designed for people and/or that provided adjustments for people with disability to attend	Salvation Army LISK group attended session. A total of 22 sessions were December 2018, which a total of 2 time, which is a 107.35% increase f Gallery workshop space is mobility Our Community Engagement Libra Storytime at Adelaide Library in Se	held bétw 282 people from last fin accessible ary Technic	een July and attended ov ancial year. 9. ian attended	d ver this The Art	1

#### ACTION: A2.4.01 Compile a PDF for Council buildings describing the access features of the building and the activities hosted in them

POSITION								7/18	18/19	19/20	20/21
С	hief Operatior	ns Office	r					Yes	Yes	Yes	Yes
Perform	nance Indicate	or(s)			Commen	ht .					<b>KPI Status</b>
1.25% 20/21.	completion pe	er year. 1	100% complete	ed by	underwa	tion of accessibili y and developme eatures and activi ed.	ent of PDI	Fs showin	g Council k	ouilding	1
npleted	In Progress		Ongoing	Defe	erred	Not Commence	ed	Not Ad	chieved	•	

### ACTION: A2.4.02 Document the accessibility features of the Library, Art Gallery, Tourist and Travellers Centre and GeoCentre buildings and publish these in relevant locations (website, social media, intranet, tourism collateral and onsite)

#### POSITION

Director Corporate		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. 25% of Information on accessible features of Library, Art Gallery, Tourist and	The Art Gallery and GeoCentre introduced buildir and marketing information during July 2017 to Jun uploaded to our Library webpage.	0		0	
Travellers Centre and GeoCentre buildings documented with an increase of 25% per year. 100% availability by 20/21	The Art Gallery has its own dedicated website nov about access which including building accessibilit information. <u>https://www.bhartgallery.com.au/Vis</u> The GeoCentre continues to include accessibility and will work towards including this on the website	ty and all oth <u>it/Access</u> information c	er appropri	ate	

#### ACTION: A2.4.06 Support ATSI persons with disability to attend culturally safe and appropriate activities and/or events

Library Services Coordinate	or	Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
1. One activity and/or event designed for ATSI people with disability and/or that provided adjustments for people with disability to attend	The Library have established the following for ATSI p - a collection of Early Literacy resources - a collection of resources in the library for reluctant - engaged with aboriginal community in holding NA - engaged with Community Hub 123, mini library an centre - listed as a friendly place to attend on Maari Ma w As part of regular programming:	readers NDOC Storyt d planning f		,	

#### . . . . . . ... . ... . . . . .. ... ty

DSITION		17/18	18/19	19/20	20/21
Library Services Coordinator		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
Performance Indicator(s)  1. Three Library activities and/or events designed to support parents and care givers of children who have a disability to access the Library	The Library has established the Technology: Installation of self- height adjustable tables for co touch screen computers instal which has a wheel chair heigh management system permits of of e-resources from the web c overdues, reservations, etc. Projector screen installed with disabled children (in planning) Met with Salvation Army for the a regular program in the librar Met with a number of NDIS sup with them to promote library of A collection of Early Literacy re A collection of resources in the - Purchased books such as bro As part of regular planning for - NAIDOC Day in the Park - Children's Day in the Park	-checkout ma omputers for w led, gaming c at adjustable t web accessibl atalogue and aim to hold se ). eir disabled gr y to engage t oport agencie as a place to e esources in the e library for reli-	wheel chair computers of able, new l le material, l e-messagi ensory film r roup and he his commu- s and are e engage with e library for uctant read	access, four one of ibrary download ng of nights for ave set up nity engaging n Indigenous	KPI Status

31

#### ACTION: A2.4.08 Art Gallery and/or GeoCentre workshops and/or activities provide adjustments enabling people with disability to attend

TON. A2.4.08 All Gallery and/or Geocen	ine workshops and/or derivines provide ad				
OSITION		17/18	18/19	19/20	20/21
Gallery and Museums Manager		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Three workshops and/or activities for people with disability and/or that provided adjustments for people with disability to attend	The Art Gallery hosted workshops for Mo and Museum make regular adjustments disability to attend. Gallery exhibitions o interactive, the current exhibition has so	s to programs are becoming	for people a lot more	, with	

#### OUTCOME: O2.4.2 Parents of children with disability access the Library

ON CONTRACTOR OF CONT	17,	/18	18/19	19/20	20/21
Services Coordinator	Ν	10	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
<ol> <li>Number of Library activities and/or events designed to support parents of children who have a disability to access the Library</li> </ol>	The Library has planned future programs and i support parents of children who have a disabi programming.		0		
	As part of regular programming Library has a with disability and have had grant funding for this demographic.	•			
	0				
ACTION: A2.4.03 Design Library activities and/or POSITION	0		n disability 1 18/19	to attend 19/20	20/21
• • • • • • • • • • • • • • • • • • •	events that provide adjustments enabling peop 17/18				20/21 Ye
POSITION	events that provide adjustments enabling peop 17/18	8	18/19	19/20	
POSITION Library Services Coordinator	events that provide adjustments enabling peop 17/18	8 No	18/19 Yes	19/20 Yes	Ye

Completed In Progress Ongoing

Deferred

library during this time.

Not Commenced

have a monthly quiet afternoon for those with disability to attend the

32

ACTION: A2.4.04 Work in partnership with families and/or service providers of children with autism to create suitable Library activities and/or events and programs (particularly in school holidays)

POSITION	17/18 18/19 19/20	20/21
Library Services Coordinator	No Yes Ye	es Yes
Performance Indicator(s)	Comment	<b>KPI Status</b>
<ol> <li>Three activities and/or events designed for people with disability and/or that provided</li> </ol>	The Library has planned future programs and inclusion designed for people with disability through its regular programming.	
adjustments for people with disability to attend	All programs are designed to have different ability levels to allow for those with disabilities to participate. LISK attend the library regularly. We have a monthly quiet afternoon for those with disability to attend the library during this time. Social story still to be developed, currently being researched.	e

ACTION: A2.4.05 Develop a Social Story about going to the Library (or story time within the Library) to enable children with autism and children who experience anxiety to be more comfortable attending these places and events

POSITION		17/18	18/19	19/20	20/21
Library Services Coordinator		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Create Library Social Story in 2018/19 and review every year	The Library Social Story plannir being researched. Proposed t	0		,	

#### OUTCOME: 02.4.3 Families have improved information about the access features of playgrounds (including fencing)

POSITION Asset Planner Open Spaces	17/18 No	18/19 Yes	19/20 Yes	20/21 Yes
Performance Indicator(s) Comment				KPI Status
<ol> <li>% of Council parks, sporting and playgrounds in Broken Hill that have information on accessible features (including fencing) available in a standard format</li> <li>Patton Park redevelopment and been designed in line with accessible</li> </ol>		,	had	•
Completed In Progress Ongoing Deferred Not Commenced	Not Ach	ieved		

### ACTION: A2.4.09 Design a template to capture information about the accessibility features of Council parks, sporting and playgrounds (including fencing) in a standard format

POSITION		17/18	18/19	19/20	20/21
Asset Planner Open Spaces		No	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Template for information on the accessibility features of Council parks, sporting and playgrounds completed</li> </ol>	Investigation and review require information for development ar Patton Park accessibility BBQ ar included bars for wheelchair ac	nd implemen nd seating. St	tation of te	mplate.	

ACTION: A2.4.10 Document the accessibility features of Council parks, sporting and playgrounds (including fencing) and post these on all relevant websites

POSITION		17/18	18/19	19/20	20/21
Asset Planner Open Spaces		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Minimum 25% completion each year	Drafting complete of 25 %	of Parks and ope	n Spaces a	reas	

OUTCOME: 02.4.4 Tourists and visitors with disability have greater access to information on accessibility features of accommodation, and places and activities of interest in and around Broken Hill

POSITION	N								17/18	18/19	19/20	20/21
Cultural	Facilities C	Operation Su	perviso	r					No	Yes	Yes	Yes
	Perform	ance Indicat	or(s)			Comme	nt					<b>KPI Status</b>
	1. Acces annually	ssible accom	nmoda	tion guide is	reviewed	Deferred	for 2019/2020.					
	Accessil	cil's Tourism v ble Accomm d annually				destinati Broken H	uly 2019, the Cour onbrokenhill.com. ill assets and attrc d and improved Bi	.au which actions. A	provides n increase	full coverag e in traffic ho		•
Complete	ed	In Progress		Ongoing	Def	erred	Not Commence	ed	Not Act	nieved		3

### ACTION: A2.4.11 Review the template for accessible accommodation and encourage the use of photos to show the accessible bathroom features and any other accessibility features

POSITION		17/18	18/19	19/20	20/21
Cultural Facilities Operation Supervisor		No	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Accessible accommodation template reviewed	Deferred to 2019/2020.				

### ACTION: A2.4.12 Review the accessible accommodation guide annually, progressively incorporating enhanced information on accessible accommodation

POSITION		17/18	18/19	19/20	20/21
Cultural Facilities Operation Supervisor Performance Indicator(s)	Comment	No	Yes	Yes	Yes KPI Status
1. Accessible accommodation guide is reviewed annually	Deferred to 2019/2020 and the	n ongoing ar	nnually.		

### ACTION: A2.4.13 Create a dedicated section on the Tourism website, annually reviewed, that holds enhanced information about accessible accommodation and activities

Cultural Facilities	Operation Supervisor		No	Yes	Yes	Yes
Performance Indicator	(s)	Comment				KPI Status
accessible accommod	lation and activities,	Since 1 <sup>st</sup> July 2019, the Cour destinationbrokenhill.com.c	u which provide	es full covera	0	_
reviewed annually		Broken Hill assets and attrac occurred and improved Bro			has	
reviewed annually					has	

STRATEGY: S2.5 Improve access to Council Administrative Centre and Civic Centre, and Visitor Information Centre, including better way finding OUTCOME: 02.5.1 Council Administrative Centre, Civic Centre and Visitor Information Centre have improved access features

POSITION			17/18	18/19	19/20	20/21	
Chief Op	erations Officer		Yes	Yes	No	No	
	Performance Indicator(s)	Comment				<b>KPI Status</b>	
	1. % of Council Administrative Centre access features completed (lift; a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy)	0% of Council Administrative Centre access features completed. An audit of the Administrative Centre is required to establish a works plan and budget.					
	2. % of Civic Centre access features completed (lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs)	100 % of Civic Centre access feature	ures comple	eted.			
	3. Visitor Information Centre is accessible to visitors who use wheelchairs	Two disability access ramps availa automatic doors. Further directior needs to be modified to allow for wheelchairs. This is currently sitting Manager.	nal signage serving cust	required. C omers in			

ACTION: A2.5.01 Ensure the Council Administrative Centre refurbishment considers provision for: a lift; a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy

Chief Operations Officer						No	Yes	No	No	
Perform	nance Indicato	r(s)			Commen	t				KPI Status
1. % of Council Administrative Centre access features completed				d 2019/2020. A buildi nent and budget. To				- T.		

### ACTION: A2.5.02 Ensure the Civic Centre refurbishment considers provision for: a lift; accessible toilet; hearing loop and theatre area suitable for people who use wheelchairs

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		Yes	No	No	No
Performance Indicator(s)	Comment				KPI Status
1. % of Civic Centre access features completed	100 % of Civic Centre access features completed.				

### OUTCOME: 02.5.2 Way finding in and around Council Administrative Centre, Civic Centre and Visitor Information Centre is inclusive of people with vision and/or hearing impairment, blindness and/or deafness

POSITIO	N		17/18	18/19	19/20	20/21
Chief O	oerations Officer		No	No	Yes	Yes
	Performance Indicator(s)	Comment				KPI Status
	1. % of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre	Wayfinding concepts have been a development of the new Cultural		and form po	arts of the	

#### ACTION: A2.5.03 Ensure the Visitor Information Centre is accessible to visitors who use wheelchairs

Chief Operations Office	r		No	No	Yes	No
Performance Indicator(s)		Comment				<b>KPI Status</b>
1. Service at Visitor Informatio accessible for people in whe		Scheduled 2019/2020. wheelchair height cou direct people in whee	unter. Installation of d	irectional sig		

ACTION: A2.5.04 Install appropriate way finding, suitable for guests who may be vision or hearing impaired; blind and/or deaf, in Council Administrative Centre, Civic Centre and Visitor Information Centre

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		No	No	No	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. % of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administrative Centre, Civic Centre and Visitor Information Centre.	Wayfinding concepts have bee development of the new Cultur		d and form	parts of the	•

#### STRATEGY: \$2.6 Encourage, support and promote accessible businesses and tourism in Broken Hill

OUTCOME: 02.6.1 Businesses and tourist attractions in Broken Hill have greater awareness of the economic benefits of developing accessible and ageing friendly places and activities

OSITION Cultural Facilities Operation Supervisor		17/18 Yes	18/19 Yes	19/20 Yes	20/21 Yes	
Performance Indicator(s)	Comment	163	103	103	KPI Statu	
<ol> <li>Support information updates on the benefits of accessible and ageing friendly businesses and activities</li> </ol>	Council supported a placement of a university student undertaking a Bachelor of International Tourism, Sam Norman. During his time in Broken Hill Sam assisted the Silver City Cinema in raising funds for a lift to be installed at the local cinema.					
2. Number of media articles provided on the economic benefits of accessible and ageing friendly businesses and activities	The Barrier Daily Truth published media articles in relation to fund raising activities for the lift at the local cinema and shop front accessibility ramps.					
3. Representation to organisers of business awards made to have an Accessibility and Inclusion Award category	Deferred to 2019/2020.					
4. Inclusion of accessibility features of tourism properties in visitor information materials	4. Inclusion of accessibility features of tourism Deferred to 2019/2020.					

## ACTION: A2.6.01 Support the promotion of the economic benefits of accessible and ageing friendly businesses and activities via information updates to businesses

POSITION		17/18	18/19	19/20	20/21
Manager Communications		No	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
<ol> <li>Number of information updates supported on the economic benefits of accessible and ageing friendly businesses and activities</li> </ol>	Scheduled for 2019/2020.				

#### ACTION: A2.6.02 Promote the economic benefits of accessible and ageing friendly businesses and activities in a variety of media

POSITION		17/18	18/19	19/20	20/21	
Manager Communications		Yes	Yes	Yes	Yes	
Performance Indicator(s)	Comment				KPI Status	
<ol> <li>Number of media articles and/or information updates provided on the economic benefits of accessible and ageing friendly businesses and activities</li> </ol>						

### ACTION: A2.6.03 Encourage and support the organisers of Business Awards to include an Accessible and Inclusive Business Award in their award categories

POSITION					17/18	18/19	19/20	20/21	
G	rants and Projects	Coordinator			No	Yes	Yes	Yes	
Perform	Performance Indicator(s)			nt				<b>KPI Status</b>	
awards	esentation made to to have an Acces s Award category			ed for 2019/2020.					
Completed	In Progress	Ongoing	Deferred	Not Commenced	Not A	chieved		39	

#### ACTION: A2.6.04 Promote the accessibility features of tourism properties

POSITION		17/18	18/19	19/20	20/21
Cultural Facilities Operation Supervisor		No	No	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Inclusion of accessibility features of tourism properties in visitor information materials</li> </ol>	Lack of resources to require in	formation fror	n businesse:	5.	

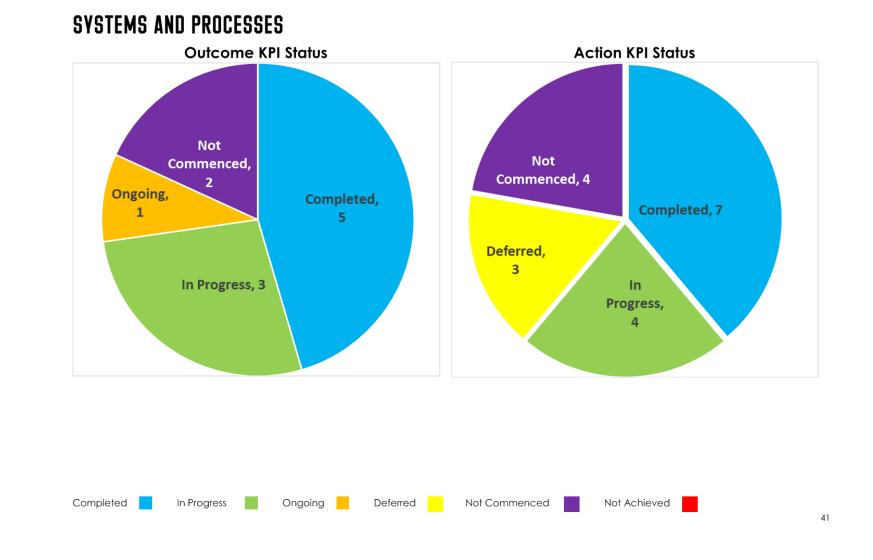


2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019

40



### BROKEN HILL CITY COUNCIL



2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019

### FOCUS AREA: 3 Systems and Processes

STRATEGY: \$3.1 Update the Customer Service Framework to provide guidance to staff on how to make information more accessible OUTCOME: O3.1.1 Written information produced by Council is easier to read both in form and content

POSITION	N		17/18	18/19	19/20	20/21
Manage	er Communications		No	No	Yes	No
	Performance Indicator(s)	Comment				<b>KPI Status</b>
	1. Guidelines/Checklist completed	Scheduled for 2019/2020.				

#### ACTION: A3.1.01 Develop guidelines and/or checklists for staff to author web accessible documents

POSITION		17/18	18/19	19/20	20/21
Manager Communications		No	No	Yes	No
Performance Indicator(s)	Comment				KPI Status
<ol> <li>Guidelines/Checklist for producing web accessible documentation completed and reviewed annually</li> </ol>	Scheduled for 2019/2020.				

### OUTCOME: 03.1.2 People with disabilities can request information in alternative formats and are presented with options to better meet their communication needs

POSITION								13	7/18	18/19	19/20	20/21
Manager Comm	unications								No	Yes	No	No
Perfor	nance Indicat	or(s)			Comme	nt						KPI Status
alterno	delines or proc ative format m unication opti	aterials	or other		Available alternate formats offered to customers. Procedure to be developed and implemented 2019/2020.							
Completed	In Progress		Ongoing	Defe	erred	Not Comr	nenced		Not Achi	eved		

### ACTION: A3.1.02 Develop guidelines or procedure(s) to produce documentation in alternative formats including providing options that enable timely and cost-effective communication to occur

POSITION		17/18	18/19	19/20	20/21
Corporate Services Coordinator		No	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Guidelines or procedures on providing alternative format materials or other communication options completed and reviewed annually	Training and development to be 2020.	e scheduled	for comple	tion June	

#### STRATEGY: S3.2 Progressively improve accessibility of Council websites OUTCOME: O3.2.1 People with disability have greater access to information via Council websites

POSITION	17/18	18/19	19/20	20/21			
Digital Officer	Yes	Yes	Yes	Yes			
Performance Indicator(s) Comment				<b>KPI Status</b>			
<ol> <li>% of audit of Council websites against WCAG</li> <li>Website accessibility audit of brok</li> <li>2.0 completed</li> </ol>	Website accessibility audit of brokenhill.nsw.gov.au completed						
<ol> <li>Business case with estimate of costs for Business case for a new Council w</li> <li>updating vs replacing Council website to WCAG</li> <li>AA standard completed</li> </ol>	vebsite appr	oved.					
3. Visitor Information and Council's websites have Scheduled for 2019/2020. sections on accessibility features for getting around Broken Hill (reviewed annually)							
4. Council website has a page describing the website accessibility features (reviewed annually)	u/Website-c	ccessibility					
Completed In Progress Ongoing Deferred Not Commenced	Not Act	nieved					

#### ACTION: A3.2.01 Undertake an audit of Council's websites and intranet against WCAG 2.0 standards

POSITION	17/18	18/19	19/20	20/21
Digital Officer	Yes	No	No	No
Performance Indicator(s)	Comment			KPI Status
1. 100% audit of Council websites against WCAG 2.0 completed	Website accessibility audit of brokenhill.nsw.	<u>gov.au</u> con	nplete.	

#### ACTION: A3.2.02 Ensure contact details for the National Relay Service and how to access or request alternative format documents is provided on the contact and accessibility pages on Council's website

POSITION		17/18	18/19	19/20	20/21
Digital Officer		No	No	Yes	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. 100% Contact and accessibility pages updated	Completed and available at https://www.brokenhill.nsw.gov.	au/Website	-accessibility	Ĺ	

#### ACTION: A3.2.03 Develop a business case with estimates of costs for updating vs replacing the Council website to WCAG 2.0 AA standard

POSITION										/18	18/19	19/20	20/21
Di	igital Officer									Yes	No	No	No
Perform	nance Indicate	or(s)			Comm	ent							<b>KPI Status</b>
updatir WCAG	less case and ng vs replacing 2.0 AA stando gement for app	g the C ard pre	Council website	to	Busines	s case	e complete	e and n	ew web	osite de	ployed.		
pleted	In Progress		Ongoing	De	ferred	<b>.</b> 1	Not Comme	enced		Not Ac	hieved		

Page 253

#### ACTION: A3.2.04 Create an Accessibility page on Council's website describing the accessibility features of the site

POSITION		17/18	18/19	19/20	20/21
Digital Officer		No	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Council website has a page describing the website accessibility features (reviewed annually)</li> </ol>	Completed and available at https://www.brokenhill.nsw.gov.	.au/Website-	accessibility	L	

# ACTION: A3.2.05 Create an Accessibility page on the Tourism and Council's websites describing the accessibility features for getting around Broken Hill

OSITION		17/18	18/19	19/20	20/21
Digital Officer		No	No	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
1. Tourism and Council's websites have sections on accessibility features for getting around Broken Hill (reviewed annually)	Scheduled for 2019/2020.				

#### STRATEGY: \$3.3 Progressively incorporate accessibility and inclusion considerations in procurement decisions and contracts OUTCOME: O3.3.1 Council contracts increasingly specify delivery of accessible and inclusive goods, programs and services by third parties or contractors

POSITION	1								17/18	18/19	19/20	20/21
Finance I	Manage	r							No	Yes	No	No
	Perform	ance Indicat	or(s)			Comme	ent					KPI Status
		f Council con ments or clau		hat have Inclu	sion		of Council's supp /request for quot s				nains in	
Complete	ed 📃	In Progress		Ongoing	Def	erred	Not Commer	nced	Not Act	nieved		4

Page 254

#### ACTION: A3.3.01 Source or develop guidelines for incorporating accessibility and inclusion considerations in procurement contracts

POSITION		17/18	18/19	19/20	20/21
Finance Manager		No	Yes	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. List of Council contracts that have inclusion requirements or clauses	Review of Council's supplier agr interest/request for quotation a that the appropriate paramete goods remains in progress.	nd tender do	ocuments to		

# STRATEGY: \$3.4 Review the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their families and supporters

OUTCOME: 03.4.1 People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans

POSITIO	N		17/18	18/19	19/20	20/21
Manage	er Communications		No	No	Yes	Yes
	Performance Indicator(s)	Comment				KPI Status
	<ol> <li>% Community Engagement Strategy (Round Table or equivalent body) processes reviewed to enable input by people with disability</li> </ol>	Scheduled for 2019/20	20.			

Page 255

ACTION: A3.4.01 Develop surveys (including easy read surveys) to distribute at the International Day of People with Disabilities events, and provided to all NDIA registered service providers operating in Broken Hill, asking key questions about the satisfaction with Community Strategic Plan (CSP) progress

	POSITION						17/18	18/19	19/20	20/21
	Ma	anager Comr	nunico	tions			No	No	Yes	No
	Perform	ance Indicat	or(s)			Comment				KPI Status
				to the Round To CSP progress re	ible or equivalent ports	Scheduled for 2019,	/2020.			
Comple	ited	In Progress		Ongoing	Deferred	Not Commenced	Not A	chieved	•	46

# ACTION: A3.4.02 Recruit and/or invite people with disabilities to the Round Table or equivalent body and enable their active participation by way of Accessible Meeting Guidelines

POSITION		17/18	18/19	19/20	20/21
Executive Support Officer		No	No	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. 25% Community Engagement processes reviewed to enable input by persons with a disability on the Round Table or equivalent body	Website has been updated to a disability. All relevant docum Table, including agenda's and website.	entation on	the Commu	nity Round	
2. Representation of people with disability is achieved on the Round Table or equivalent body by 20/21	Scheduled for 2019/2020. Consult with the Mayor about t representative from the Disabili become a member of the Con	ty Inclusion A	ction Plan (		

# STRATEGY: \$3.5 Review reference groups, or advisory bodies relating to PAMP; Traffic Safety; Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people with disability

OUTCOME: 03.5.1 People with disability are represented on reference groups and/or advisory bodies relating to the PAMP; Traffic Safety; Flood/Emergency Evacuation Plans and Council Building refurbishment plans

POSITION	N							17/18	18/19	19/20	20/21
Chief Op	perations	Officer						Yes	Yes	No	No
	Perform	nance Indicat	or(s)			Comme	ent				KPI Status
	1. Copy	y of minutes fo	or the L	.EMC docume	enting	Deferre	ed to 2019/2020.				
	discussion for how the LEMP includes considerations for accessibility			Novem (LEMC)	mergency Management ber 2019. Local Emerger will be reviewed and dis erations for accessibility w	ncy Manager cussion for ho	nent Comm w the LEMP	ittee			
Complete	ed 📃	In Progress		Ongoing	De	eferred	Not Commenced	Not Act	nieved		

Page 256

2. One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre No action required as the Civic Centre refurbishment was designed according to accessibility requirements and standards. The Administrative building meets current specifications. Any future asset refits to be designed in accordance with accessibility requirements and standards, inclusive of community and DIAP Monitoring Group consultation.

# ACTION: A3.5.01 Discuss with Local Emergency Management Committee how the Local Emergency Management Plan (LEMP) has accommodated for the needs of people with a disability for various emergency scenarios and advocate for consultation with people with disability around the LEMP

Chief Operations Officer		No	Yes	No	N
Performance Indicator(s)	Comment				KPI Status
1. Copy of minutes for the LEMC documenting	Deferred to 2019/2020.				
discussion for how the LEMP includes considerations for accessibility	Local Emergency Management November 2019. Local Emerger (LEMC) will be reviewed and dis considerations for accessibility v	ncy Manage scussion for h	ment Com ow the LEM	mittee	
2. Copy of updated LEMP (where applicable) is provided on Council's website	Plan currently under review proc	cess.			
eted In Progress Ongoing D	eferred Not Commenced	Not Ad	chieved		

# ACTION: A3.5.02 Ensure consultation with people with disability to provide input on the suggested access features for the Council Administrative Centre and the Civic Centre

POSITION		17/18	18/19	19/20	20/21
Chief Operations Officer		Yes	No	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>One brief report each on consultation with people with disability on the refurbishment plans for the Council Administrative Centre and the Civic Centre</li> </ol>	The Civic Centre refurbishment accessibility requirements and s plans for the Administrative Cer accessibility requirements and s be designed in accordance wi standards, inclusive of commun consultation.	standards. Dr ntre were dra standards. Ar th accessibilit	raft concep fted consid ny future as ry requireme	of design ering set refits to ents and	

STRATEGY: \$3.6 Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability OUTCOME: O3.6.1 Council's emergency evacuation procedures address the specific needs of people with disability

POSITION		17/18	18/19	19/20	20/21
Corporate Risk Officer		Yes	Yes	No	No
Performance Indicator(s)	Comment				KPI Status
<ol> <li>% of evacuation procedures reviewed to address the evacuation needs of persons with disability</li> </ol>	Review 100% Completed, update sites by 31 December 2019.	d documen	ts to be issue	ed to all	

ACTION: A3.6.01 Review emergency evacuation procedures for all Council buildings to address the needs of people with disability

	POSITION							17/18	18/19	19/20	20/21
	Co	orporate Risk	Officer					Yes	No	No	No
	Perform	ance Indicat	or(s)		Comn	nent					<b>KPI Status</b>
		evacuation p the evacuat y					0% Completed, updo December 2019.	ated docume	ents to be is	sued to all	
Complet	ed	In Progress		Ongoing	Deferred		Not Commenced	Not A	chieved		49

Page 258

STRATEGY: \$3.7 Progressively review the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access

OUTCOME: 03.7.1 Council services can be accessed more independently by people with disability

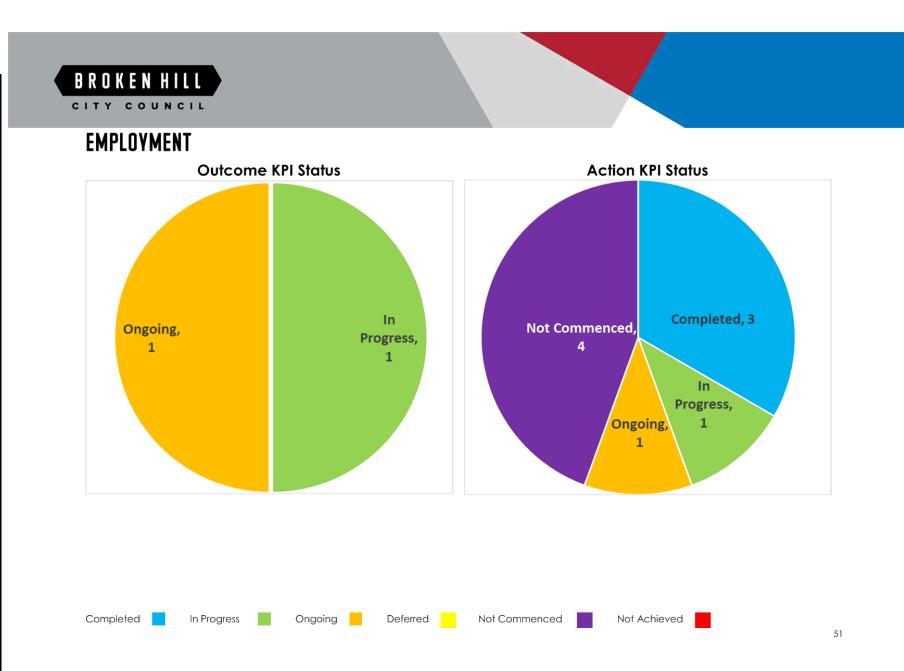
POSITION	l i de la companya d		17/18	18/19	19/20	20/21
Director	Corporate		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				KPI Status
	1. Number of procedures relating to accessing Council services reviewed for the purpose of improving accessibility	The Art Gallery has its own dedica website we have a page about a accessibility and all other appropri https://www.bhartgallery.com.au,	ccess which iate informo	n including b ation.		

#### ACTION: A3.7.01 Review the policy and procedures for handling complaints to ensure better access for people with disability

POSITION		17/18	18/19	19/20	20/21
Corporate Services Coordinator		Yes	No	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Policy and procedure reviewed, approved and adopted</li> </ol>	Complaints Management poli number 45610. Procedure to k	<i>'</i>	0		

#### ACTION: A3.7.02 Review the procedures for handling customer service requests to ensure better access for people with disability

POSITI	ON						17/18	18/19	19/20	20/21
	Corporate Ser	vices Co	oordinator				Yes	Yes	Yes	Yes
Perf	ormance Indica	tor(s)			Comme	ent				KPI Status
Cou	umber of proce ncil services rev roving accessibi	iewed f	0	0		int Handling procedure entation 2019/2020.	e under deve	lopment foi		
Completed	In Progress		Ongoing		Deferred	Not Commenced	Not A	chieved	•	50



Attachment 1 2017-2021 Disability Inclusion Action Plan - Key Performance Indicators Progress Report to 30 June 2019

2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019 Page 260

### FOCUS AREA: 4 Employment

ŀ

STRATEGY: S4.1 Review Council recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability

OUTCOME: 04.1.1 Council has access to resources supporting best practice with regards to recruiting people with disability

POSITION	4		17/18	18/19	19/20	20/21
Human F	Resources Manager		Yes	Yes	Yes	Yes
	Performance Indicator(s)	Comment				KPI Status
	<ol> <li>Membership of the Australian Network on Disability (renewed annually)</li> </ol>	Budget to purchase Membership Disability approved for 2017/2018			rk on	

# ACTION: A4.1.01 Join the Australian Network on Disability to access resources that will support Council to become a more inclusive employer

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Membership of the Australian Network on Disability (renewed annually)</li> </ol>	Budget to purchase Membe Disability approved for 2017/			vork on	

# OUTCOME: O4.1.2 Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability

POSITION					17/18	18/19	19/20	20/21
Human Resour	ces Manager				Yes	Yes	Yes	Yes
Perfo	ormance Indicator(s)		Comme	nt				KPI Status
1. Number and list of recruitment and employment related policies/procedures amended in line with Australian Network on Disability guidelines and samplesNo recruitment of amended. Recr								
Completed	In Progress	Ongoing	Deferred	Not Commenced	Not Act	nieved		52

2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2019

# ACTION: A4.1.02 Access and implement the free resources from the Australian Network on Disability, specifically: - Sharing and monitoring disability information in the workplace; and - Employers' Guide to Partnering with Disability Employment Services

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	Yes	Yes	Yes
Performance Indicator(s)	Comment				KPI Status
1.25% of recruitment or employment related policies/procedures reviewed, and/or amended if required in line with Australian Network on Disability guidelines and samples	No recruitment or employmen reviewed and/or amended.	t related polic	ies/proced	ures	

# ACTION: A4.1.03 Purchase the Australian Network on Disability resource "Manager's Guide: Disability in the Workplace" and update Council's policies in line with best practice examples provided

POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	No	No	Yes
Performance Indicator(s)	Comment				<b>KPI Status</b>
<ol> <li>Guide is purchased and distributed to managers</li> </ol>	Guide not purchased to date.				
2. 100% employment related policies/procedures reviewed, and/or amended if required	No employment related policie amended. Scheduled for 2020,		s reviewed	and/or	

# ACTION: A4.1.04 Ensure employment processes and budget is developed to assess and/or implement appropriate and reasonable adjustment

	Human Resourc	ces Man	ager				Yes	Yes	Yes	Yes
Perfo	rmance Indicat	or(s)			Comme	nt				<b>KPI Status</b>
1. Nu	mber of emplo	yment p	rocesses appr	oved	No emp	oyment processes app	proved.			
2. Bu	dget is approve	ed each	year		Scoping	required for budget b	y 30 June 202	0.		
oleted	In Progress		Ongoing	Def	erred	Not Commenced	Not A	chieved		

Page 262

adjustment and use of assisted technology					
POSITION		17/18	18/19	19/20	20/21
Human Resources Manager		Yes	No	No	No
Performance Indicator(s)	Comment				<b>KPI Status</b>
1. Request for Quotation includes consideration for inclusion	Quotes to develop the next requested, received and as Successful vendor was Thom	sessed. Purchase	e Order cre	ated.	

development has commenced.

members of the internal reference group.

Workshops with Council staff held to determine current state of ICT

in business units and to gain insight into innovative ideas. Included

Vendor selected. Workshops held and fact-finding exercise feedback is being assessed. Progressing to next stage of Strategy development with aim to have final proposal ready by Quarter 1

# ACTION: A4.1.05 Review and update the IT Strategy to ensure that Council's commitment to inclusion is considered including reasonable adjustment and use of assisted technology



2019.

2. Consultation with internal reference groups is

undertaken

3. IT strategy adopted

### ORDINARY MEETING OF THE COUNCIL

November 1, 2019

## ITEM 5

### BROKEN HILL CITY COUNCIL REPORT NO. 191/19

### SUBJECT:DRAFT AGENCY INFORMATION GUIDE11/118

### **Recommendation**

- 1. That Broken Hill City Council Report No. 191/19 dated November 1, 2019, be received.
- 2. That Council endorse the reviewed and Draft Agency Information Guide for release to the Information Commissioner for its review and comment.

### **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 decisionmaking 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 last reviewed and adopted by Council at its ordinary Council Meeting held on 26 September 2018.

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:

Section	Changes made
Section 2 About the City	Information updated - sourced from profile.id.com.au
Section 3 - About Council	Deputy Mayor updated.
Section 4 Council Organisation Structure	Updated image to latest public release Organisation Structure – April 2019.
Section 5 Our Commitment	Removed values – future inclusion pending adoption of revised organizational values.
Section 10 Other Government Open Data	New section – inclusion of where to find federal government and NSW government open data.

### Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making.
Strategy:	4.1.1	Support the organisation to operate its legal framework.

### **Relevant Legislation:**

Government Information (Public Access) Act 2009

### **Financial Implications:**

Operational costs only, no additional expenditure required.

### Attachments

1. J Draft Agency Information Guide

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER

DRAFT AGENCY INFORMATION GUIDE

# BROKEN HILL

AUSTRALIA'S FIRST HERITAGE LISTED CITY

QUALITY CONTRO	L			
KEY DIRECTION	4 Our Leaders	4 Our Leadership		
OBJECTIVE	4.1 Openness	and Transparency i	n Decision Mal	king
FUNCTION	Corporate Su	oport		
STRATEGY	4.1.1 Support	the organisation to	operate its lege	al framework
FILE REFERENCE No	11/118	EDRMS No	D16/1194	
RESPONSIBLE OFFICER	Public Officer			
REVIEW DATE	October 2019			
DATE	ACTION			MINUTE No
27July 2011	Adopted by (	Council		42940
March 2017	Document rev	viewed and amend	ed	N/A
29 March 2017		Endorsed for release to Information 45501		
26 April 2017	Adopted 45523		45523	
16 June 2017	Information and Privacy Commission (IPC) N/A			
March 2018	Document reviewed and amended N/A			
26 April 2018	Endorsed for release to Information 45799			
July 2018	Document amended N/A		N/A	
26 September 2018	Adopted 45915		45915	
October 2019	Document reviewed and amended N/A		N/A	
27 November 2019				
NOTES	Front cover in	nage: Council Chan	nber	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2018-2027 Delivery Program 2019-2021 incorporating Operational Plan 2019/2020 Schedule of Fees and Charges 2019/2020 Privacy Management Plan Records Management Policy			

Agency Information Guide

# TABLE OF CONTENTS

1.	INTRODUCTION	. 4
2.	ABOUT THE CITY	. 5
3.	ABOUT COUNCIL	. 6
4.	COUNCIL ORGANISATION STRUCTURE	. 7
5.	FUNCTIONS OF COUNCIL	. 9
6.	HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC	10
7.	PUBLIC PARTICIPATION	11
8.	INFORMATION HELD AT COUNCIL	13
9.	HOW TO ACCESS INFORMATION HELD BY COUNCIL	15
10.	OTHER GOVERNMENT OPEN DATA	17
11.	HOW DO I CONTACT COUNCIL	18

Agency Information Guide

# **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 Act).

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 Act 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 decisionmaking 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.

Agency Information Guide

# 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

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.

POPULATION	
2018	*17,734
2017	**17,873
2011	18,517
2006	19,363

\* ABS Estimated Resident Population 2018 \*\* ABS Estimated Resident Population 2017

TOTAL WORKFORCE	
Census Population 2016	7,568
Female population	51.3%
Male population	48.7%
0 (1) (1)	

Source: profile.id.com.au

DUSTRY	\$(M)	JOBS	
Mining, Construction, Manufacturing	\$254.7	1,247	
Household Services*	\$208.8	2,462	
Tourism	\$48.1	548	
Retail Trades	\$61.5	735	
Public Administration and Safety	\$55.9	431	
*Household Services' refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services			

Agency Information Guide

# 3. 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.

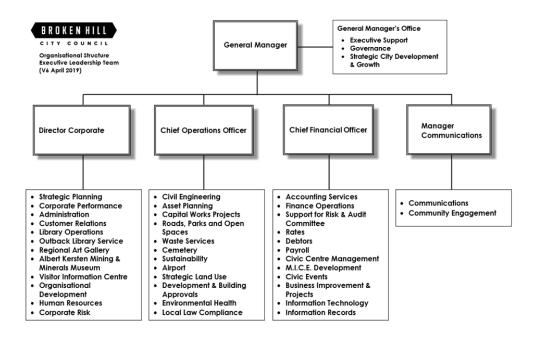
At that time, Broken Hill was a rough and ready community of timber and corrugated iron buildings and the need for public health controls was one of the main driving forces behind incorporation. The City was divided into four wards, Burke, Wills, Sturt and King, each returning three aldermen. The ward 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.



Agency Information Guide

# 4. COUNCIL ORGANISATION STRUCTURE



Agency Information Guide

#### 4.1 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.

Agency Information Guide

Page 8 of 19

# 5. FUNCTIONS OF COUNCIL

# **KEY DIRECTION 1 - OUR COMMUNITY**

#### Arts & Culture

Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Minerals Museum Broken Hill Archives

**Community Development** Community Assistance

**Community Facilities** Cemetery

Broken Hill Regional Aquatic Centre Halls and Community Centres **Public Amenities** 

Local Transport **Bus Shelters** Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control

**Open Spaces** Parks and Reserves Sportsgrounds

**Public Health** Health Administration and Inspections

Public Order Sustainabilty and Environmental Management Parking and Other Ranger Services Animal Control

**Public Safety** Street Lighting **Emergency Services** 

# **KEY DIRECTION 2 - OUR ECONOMY**

**Economic Development** Economic Development Civic Centre Area Promotion and Events

**Property Development** Land Development and Sales

Strategic Transport Regional Roads State Roads Airport

**Tourism Development** Tourism Film Film Promotion Film Activities

### **KEY DIRECTION 3 - OUR ENVIRONMENT**

Waste Management Waste Management Operations Garbage Collection Street Cleaning

Sustainability After Mining Willyama Common Regeneration Area

Natural Environment Noxious Weeds Living Desert

**Environmental Footprint** Water

Enerav **Built Environment** Historic Buildings Preservation Town Planning

Stormwater Management Stormwater Drainage Kerb and Gutter

## KEY DIRECTION 4 - OUR LEADERSHIP

Leadership & Governance Elected Members General Manager

**Financial Management** Corporate Services Management Financial Control Revenue Pavroll Procurement and Payables

**Corporate Support** Risk Management and Insurance Information Technology Services Records Management Human Resources Governance **Business Excellence** 

Customer Relations Media and Communications Customer Relations

Asset Management Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services

**Operations Management** Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works

**Buildings & Property** Buildings - Structures Maintenance and Operations **Buildings - Property Commercial** 

Agency Information Guide

Page 9 of 19

# 6. 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:

#### 6.1 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.

#### 6.2 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.

#### 6.3 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.

#### 6.4 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.

#### 6.5 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.

#### 6.6 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, eg food safety inspections. These are applied in the best interest of the community.

Agency Information Guide

Page 10 of 19

# 7. 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.

#### 7.1 Particpation at Council Meetings

Council welcomes the public to attend Council meetings which are held on the last Wednesday of each month, commencing at 6.30pm. At this meeting, Reports of the General Manager, Mayoral Minutes, Planning Matters, Public Access and Matters Referred from Previous Council Meetings, Notices of Motions and Matters for Information are presented. Council may also consider confidential matters in Closed Session with the resolutions from these meetings announced in public prior to the close of the meeting.

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.

#### 7.2 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

#### 7.3 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.

#### 7.4 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.

Agency Information Guide

Page 11 of 19

#### 7.5 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.

#### 7.6 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.

Agency Information Guide

Page 12 of 19

# 8. INFORMATION HELD AT COUNCIL

#### 8.1 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

#### 8.2 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

Agency Information Guide

Page 13 of 19

#### 8.3 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.

#### 8.4 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.

Agency Information Guide

Page 14 of 19

# 9. 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 Act application.

Information is held by Council in the following formats:

#### 9.1 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 Act application.

#### 9.2 Computer Records

Council has an Electronic Document and Records Management System (EDRMS). Relevant incoming and outgoing correspondence is registered in EDRMS.

Council utilise Civica and its Authority Customer Requests Management (CRM) application to record relevant customer requests and complaints.

#### 9.3 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.

#### 9.4 The Four Main Ways Council Will Provide Access to Information are:

#### 9.4.1 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

Agency Information Guide

Page 15 of 19

#### 9.4.2 Authorised Proactive Release Information

Council may make certain information publicly available, unless there is an overriding public interest against disclosure of the information.

#### 9.4.3 Informal Release

Information that is not available as mandatory or authorised proactive release may be provided through discretionary release.

#### 9.4.4 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.

#### 9.4.5 Fees

A fee may apply for the release of information. Fees are detailed in Council's Schedule of Fees and Charges, updated each financial year and available on Council's website. An example of when a fee may be applied includes staff searches of building/development records, copy of building plans, a bound copy of the Local Environmental Plan, or Local Environmental Plan maps.

Agency Information Guide

Page 16 of 19

# **18.0THER GOVERNMENT OPEN DATA**

In Australia, there are many other open data initiatives. Open data are large datasets available to anyone with an interent connection.

The **federal government** open data portal can be accessed via data.gov.au

**Data.gov.au** is a centralised source of Australian open government data. In addition to government data, publicly funded research data and datasets from private institutions that are of public interest can also be found here.

The NSW government portal can be accessed via data.nsw.gov.au

**Data. NSW** aims to increase the safe use of data across NSW government, to support better customer service, policy development, responsiveness and innovation.

Agency Information Guide

Page 17 of 19

# 11. 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	council@brokenhill.nsw.gov.au
OPENING HOURS	8.30am to 5pm Monday to Friday Cashier closes at 4pm

#### 11.1 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

If you wish to learn more about your right to information, please contact the Information and Privacy Commission at www.ipc.nsw.gov.au

Agency Information Guide

Page 18 of 19



www.brokenhill.nsw.gov.au

### ORDINARY MEETING OF THE COUNCIL

October 1, 2019

# ITEM 6

### BROKEN HILL CITY COUNCIL REPORT NO. 192/19

# SUBJECT: ADOPTION OF DRAFT COMMUNICATION AND ENGAGEMENT STRATEGY 12/14

### **Recommendation**

- 1. That Broken Hill City Council Report No. 192/19 dated October 1, 2019, be received.
- 2. That Council adopts the draft Communication and Engagement Strategy as a Strategy of Council.

### **Executive Summary:**

At the Ordinary Council Meeting held 25 September, Council resolved to place the draft Communication and Engagement Strategy on public exhibition for comment for a 28 day period (Minute Number 46083). The draft Strategy was placed on public exhibition, closing Tuesday 29 October 2019, at which time Council received no submissions from the public.

The draft Communication and Engagement Strategy is now presented to Council for consideration of adoption, following the public exhibition period.

### Report:

The existing Communication and Engagement Strategy (CES) has been reviewed.

The primary change to the CES is the integration of a Community Participation Plan (CPP) in relation to Planning. The CPP has been created to outline how and when council's Planning department engages with the community across their planning functions. This section of the CES has been prepared to satisfy the Community Participation Plan requirements as per the Environmental Planning & Assessment Act 1979 (EP&A Act)

The CPP provides a single location that the community can access that sets out all of Council's community participation requirements under planning legislation, including all minimum mandatory exhibition timeframes.

The CPP is required to be open for public submissions for 28 days, as such it is recommended that the entire CES again be placed on public display for this period. Other changes to the CES consist of minor operational updates to Strategic Directions, and aesthetic adjustments.

The draft Communication and Engagement Strategy 2019-2020 was 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.

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.

The latest addition to the CES is a Community Participation Plan in relation to planning and how Council involves the public in planning operations. This addition has been prepared to satisfy new engagement requirements as per the Environmental Planning & Assessment Act 1979 (EP&A Act)

Other key areas of the CES 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.

At the Ordinary Council Meeting held 25 September, Council resolved to place the draft Communication and Engagement Strategy on public exhibition for comment for a 28 day period (Minute Number 46083). The draft Strategy was placed on public exhibition, closing Tuesday 29 October 2019, at which time Council received no submission from the public.

The draft Communication and Engagement Strategy is now presented to Council for consideration of adoption, following the public exhibition period.

### **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organization to operate its legal framework

### **Relevant Legislation:**

Disability Inclusion Act 2014 Local Government Act 1993

### Financial Implications:

Nil

### Attachments

**1.** U draft Communication and Engagement Strategy

### DARRIN MANUEL MANAGER COMMUNICATIONS

JAMES RONCON GENERAL MANAGER Draft Communication and Community Engagement Strategy 2019-2020

> AUSTRALIA'S FIRST HERITAGE LISTED CITY



QUALITY CONTROL				
TRIM REFERENCES				
KEY DIRECTION	4. Our Leadership			
OBJECTIVE	4.4 Our community is engaged	and informed		
FUNCTION	Communication			
	4.1.1 Communication and engo community increases confidence			
STRATEGY	4.4.2 Engage the community the activities aimed at increasing pe			
	4.4.3 Increase knowledge and a opportunities facing the city	awareness of challenges and		
RESPONSIBLE OFFICER	Manager Communications			
REVIEW DATE	October 2020			
COMPANY	Broken Hill City Council			
PHONE NUMBER	08 8080 3300			
EMAIL ADDRESS FOR ENQUIRIES ONLY	<u>council@brokenhill.nsw.gov.au</u>			
DATE	ACTION	MINUTE NO.		
June 2018	Adopted	45842		
August 2019	Strategic Land Use Planner engaged with Manager Communications and NSW Planning Western Region Offices.			
September 2019				
November 2019				
	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			

Page 2

Communication and Engagement Strategy 2019-20

# CONTENTS

Glossary of terms	Page 4
Introduction	Page 5
What is community engagement?	Page 6
How does Council engage?	Page 7
When does Council engage?	Page 10
How was our strategy informed?	Page 11
OUR STRATEGY	Page 12
Continue building trust	Page 12
Digital focus	Page 13
Website upgrade	Page 13
Maintaining media relationships	Page 14
Inclusive engagement	Page 14
Early engagement	Page 15
Shared communication	Page 15
Continual review	Page 16
Draft Community Participation Plan	Page 16

Communication and Engagement Strategy 2019-20

Page 3

# **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

Page 4

# 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.



Communication and Engagement Strategy 2019-20

Page 5



# 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.

Page 6

# 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:

## 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 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.

Page 8

## 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



Communication and Engagement Strategy 2019-20

Page 9

# 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

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
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 o 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.

Page 10

'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 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.



Communication and Engagement Strategy 2019-20

Page 11

# OUR STRATEGY

## **KEY STRATEGIC DIRECTIONS**

- Continue building trust
- Digital focus
- Website upgrade
- Maintaining media relationships
- Inclusive engagement

CONTINUE BUILDING TRUST

- Early engagement
- Shared communication
- Continual review
- Draft Community Participation
  Plan

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

In May 2019 Council launched its new website utilising the industry-leading OpenCities platform. The new website is easy to use, mobile-device friendly, and offers improved forms and online services to the community.

It also satisfies requirements in our Disability Inclusion Action Plan which places an impetus on providing digital content that meets the W3C Web Content Accessibility Guidelines 2.0 AA Standards, ensuring people of all abilities can interact with Council.

During the first four months of operation the website has attracted 28,582 visitors and allowed us to publicise approximately 80 public events and 60 news items.

The next step is to implement a community engagement portal within the website to provide a new dedicated avenue through which residents can easily provide input on Council projects and initiatives.

The community engagement portal is expected to be implemented in the current financial year.

## 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, the Reconciliation Action Plan Working Group, 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

Page 14

# 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 emgagement 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 and web spaces, 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

Page 15

# 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

## PLANNING - DRAFT COMMUNITY PARTICIPATION PLAN

The following Community Participation Plan (CPP) has been created to outline how and when council's Planning department engages with the community across their planning functions. This section of the Communication and Engagement Strategy (CES) has been prepared to satisfy the Community Participation Plan requirements as per the Environmental Planning & Assessment Act 1979' (EP&A Act)

The CPP provides a single location that the community can access that sets out all of Council's community participation requirements under planning legislation, including all minimum mandatory exhibition timeframes.

This draft CPP will be placed on public display for community feedback for 28 days, and once adopted will be integrated into the CES as a Key Strategic Direction.

#### CURRENT ENGAGEMENT

The community has a right to be informed about planning matters that affect it, and Council encourages effective and on-going partnerships with the community to provide meaningful opportunities for community participation in planning.

Council utilises the engagement principles, methods, and mediums previously outlined in this strategy when engaging with the community, and encourages participation in planning matters through:

- The utilisation and promotion of the NSW Government's 'Easy To Do Business' program to connect prospective hospitality businesses with a Business Concierge to help them navigate the planning, licencing, and permit processes associated with opening or expanding a business.
- The facilitation and promotion of pre-lodgement Development Application meetings with Planning staff to explain and streamline the DA process for applicants. This is complemented by ongoing support throughout the DA process as required.
- Utilisation of the DA Tracker platform to allow fast, convenient access to DA status, information and public documents 24 hours a day, 7 days a week, along with information on Complying Development Certificates (CDC) that have been issued for a property.

Page 16

- A prominent section of Council's OpenCities website dedicated solely to planning and development. This section of the site is populated and maintained by Council's planning staff to ensure residents receive accurate and up to date information and assistance from subject matter experts. The site also allows for the display of DAs, and quick submissions on any document that is on public display through OpenForms, which is integrated into the website. It should also be noted that OpenCities and OpenForms comply with all W3C Web Content Accessibility Guidelines 2.0 AA Standards, ensuring people of all abilities can provide input on planning matters.
- Council also encourages engagement and input into planning matters through more traditional means, such as newspaper advertisements, physical display of DAs in the foyer of the Administrative Centre, and open public forums prior to monthly Council Meetings.

#### ENGAGEMENT TIMEFRAMES

It is important the residents understand how much time is available for them to have input into various plans and proposals once they are on public display. The table below outlines the engagement window for each:

Schedule 1 to the EP&A Act	Minimum community participation requirement	
Draft community participation plans	28 days	
Draft local strategic planning statements	28 days	
Planning proposals for local environmental plans subject to a gateway determination	28 days or: (a) if a different period of public exhibition specified in the gateway determination fo the proposal—the period so specified, or (b) if the gateway determination specifies that no public exhibition is required becau of the minor nature of the proposal—no public exhibition.	
Draft development control plans	28 days	
Draft contribution plans	28 days	
Application for development consent (other than for complying development certificate, for designated development or for State significant development)	Refer to below table under 'Advertising and Notification'	
Application for development consent for designated development	28 days	
Application for modification of development consent that is required to be publicly exhibited by the regulations	Refer to below table under 'Advertising and Notification'	
Environmental impact statement obtained under Division 5.1	28 days	

Communication and Engagement Strategy 2019-20

Page 17

#### ADVERTISING AND NOTIFICATION

Different development applications require different levels of advertisement and/or direct notification of stakeholders. Council's approach to these processes is explained below.

#### Notification policy

For certain development proposals Broken Hill City Council notifies the owners of land that is adjoining and adjacent to the site where an application for development has been received. Council gives notice of development applications where the proposed development has the potential to adversely affect surrounding properties, the amenity of the neighbourhood, or the natural environment.

Council determines the circumstances where notification takes place having regard to the relevant land use zone, the proposed development and consistency with the zone objectives. Examples of such development are:

- Keeping of animals other than companion animals
- Professional consulting rooms in a residential area
- Development of an industrial or commercial nature within an area which, in the opinion of Council, has the potential for detrimental impacts upon the surrounding neighbourhood
- A building that is two or more storeys in height above natural ground level in a residential zone
- Non-residential use within a residential zone that is likely to interfere with the amenity of the neighbourhood
- Residential dwellings and class 10 structures within 500 mm of a side or rear boundary
- Integrated development that requires the approval and/or licencing from other agencies
- A public monument or memorial located in a public space.

#### Notification procedures

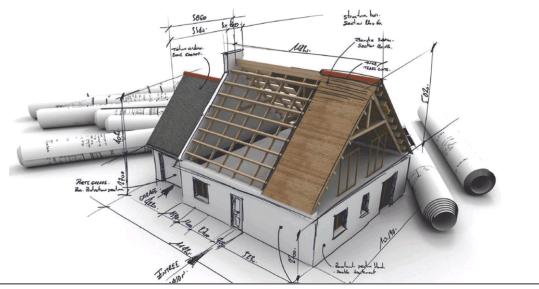
Certain development types are classified as 'advertised development' or 'designated development' in the Environmental Planning and Assessment Regulation 2000. The procedures for the notification of a development application for these types of development are specified in the Regulation.

Applications for all other types of developments will be available for viewing at Council's offices for a minimum period of between 14 and 28 days as advised by letter or notice published in newspaper or a notice placed on-site (depending on the relevant form of notification undertaken by Council).

Submissions will be received during the exhibition period, and up until the submission closing date as advised by letter or notice published in newspaper or a notice placed on-site (depending on the relevant form of notification undertaken by Council). Council maintains discretion to extend the notification period if considered necessary. Council will also place an advertisement in local newspapers if the development is of a scale that may warrant broader community input due to the potential effects of that development. The extent and form of notification is carried out in accordance with the table below:

Page 18

Type of Development	Notification
Where, in Council's opinion, it is believed the development will not have any adverse impact on the surrounding neighbourhood.	No notification required
Where, in Council's opinion, it is believed the likelihood of nuisance from the proposed development to the surrounding neighbourhood is low	Council will notify by letter, the owners of properties within a 25-50 metre radius
Where there is a greater risk of nuisance from the proposed development to the surrounding neighbours	Council will notify by letter, the owners of properties within a 100 metre radius
Residential 1(a) & Class 10(a) buildings. Buildings within 500mm of side or rear boundaries	Council will notify by letter, the owners of the adjoining property. Neighbours separated by laneways and streets will not be notified
Keeping of animals other than companion animals	Council will notify by letter, the owners of properties within a 200 metre radius
Public Monuments and Memorials located on a public space Any development where, in the opinion of Council, a development because of its size, scale or location, is believed that it is in the public interest to do so	<ul> <li>A notice will be placed on-site (In the event that the notice is accidentally removed or displaced prior to the expiry of the exhibition period, the notice is taken to have been erected in accordance with this Plan),</li> <li>Notice published in a local newspaper (The notification period commences from the day after which the notice is first published in the newspaper), and</li> <li>Letters will be sent to the owners of adjoining properties and other owners of land the enjoyment of which (in Council's opinion) may be detrimentally affected if the development is carried out.</li> </ul>
Complying development	Not required



Communication and Engagement Strategy 2019-20

Page XX



www.brokenhill.nsw.gov.au

ORDINARY MEETING OF THE COUNCIL

November 16, 2019

### ITEM 7

#### BROKEN HILL CITY COUNCIL REPORT NO. 193/19

# SUBJECT: DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS 13/163

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 193/19 dated November 16, 2019, be received.
- That the draft Asset Management Policy, Asset Management Strategy and Benchmarks for Building Asset Rationalisation be publicly exhibited for a period of not less than 28 days.
- 3. That a further report be presented to Council following the public exhibition for Council's consideration and adoption.

#### **Executive Summary:**

This report presents to Council a draft Asset Management Policy, Asset Management Strategy and benchmarks for Building Assets Rationalisation, for Council's consideration and subsequent public exhibition.

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the *Local Government Act 1993* and the *Local Government Amendment (Planning and Reporting) Act 2009*. This Integrated Planning and Reporting legislation requires that the Council must have a resourcing strategy that includes asset management planning.

The draft Asset Management Policy, Asset Management Strategy and Benchmarks for Building Assets Rationalisation are components within the framework of asset management planning to ensure Council has information, knowledge and understanding about the longterm and cumulative consequences of being the custodian of public infrastructure for external accountability and internal efficiency and effectiveness.

Upon adopting the Asset Management Policy and Strategy, Asset Management Plans (AMPs) for various asset categories will be developed as per the priorities and timelines noted in the Strategy document.

#### Report:

### Asset Management Policy (AM Policy)

The Asset Management (AM) Policy objectives guide the Council to meet desired outcomes consistent with the strategic goals set out in 2033 Community Strategic Plan, Sustainability Strategy 2018-2023, Long Term Financial Plan, Integrated Planning and Reporting legislation and other strategic documents.

This AM Policy applies to all infrastructure related service provisions such as roads and footpaths, stormwater drainage, buildings, parks and open spaces, sport and recreation centres owned or leased by the Council or Crown Land managed by Council. The AM Policy also provides a structure for the Asset Management Strategy to be based upon.

### Asset Management Strategy (AM Strategy)

The Asset Management (AM) Strategy is a summarised document for all asset classes and categories. Adopting the Strategy will assist Council in meeting the requirements of the *Local Government Act 1993*, and provide outcomes consistent with the Strategic goals set out in 2033 Community Strategic Plan as well as aiding Council in its endeavor to be financially sustainable well into the future.

All AM Strategy actions have been aligned with AM Policy and organised within the following areas:

- 1. Governance and Management
- 2. Finance
- 3. Levels of Service
- 4. Data and Systems
- 5. Skills and Processes
- 6. Evaluation and Review

Under each of these focus areas there are specific action items presented to guide policy implementation and underpin the development and implementation of Asset Management Plans (AMPs) for specific asset categories that will be held as operational documents and reviewed annually.

#### Benchmarks for Building Assets Rationalisation

This document establishes the performance benchmark for asset rationalisation and is aligned with AM Policy 6.1.5 Rationalise under-utilised assets that have no long-term strategic benefit and dispose of assets consistent with relevant policies. The benchmark for performance measures is applicable to all buildings excluding amenity buildings and grandstands within sporting facilities. These buildings will be assessed as part of Sporting Facilities AM Plans and Parks & Open Spaces AM Plans.

Most of the Broken Hill City Council assets were purpose-built decades ago to meet the community needs when the city was booming with mining activities and the population was over 30,000. Most of these assets have reached the end of useful life and Council is faced with an increasing need of funding for both maintenance and renewal of assets. Analysing the performance of the assets against an agreed set of benchmark parameters will assist Council to rationalise and:

- prioritise maintenance and renewal programs for assets performing above the benchmarks;
- increase the performance measure through additional funding and/or co-location of services;
- explore opportunities for alternative service models where assets are performing below the agreed benchmarks; and
- dispose under-utilised assets which cannot meet the long-term strategic benefit.

The benchmarks for the remaining infrastructure categories will be provided to Council in accordance with AMP development and further data collection.

#### **Strategic Direction:**

Key Direction:	1	Our Community	
Objective:	1.4	Our build environment supports our quality	
Strategy:	1.4.2	Maintain serviceability of Council's assets at an appropriate condition level	

### **Relevant Legislation:**

Local Government Act 1993

#### **Financial Implications:**

Funding for development of asset management plans and asset management system implementation will be required as noted in AM Strategy.

#### Attachments

- 1. U Draft Asset Management Policy 2019-2023
- 2. J Draft Asset Management Strategy
- 3. J Draft Benchmarks for Building Assets Rationalisation

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER



## DRAFT ASSET MANAGEMENT POLICY

EFFECTIVE DATE	ACTION	MINUTE NUMBER
REVIEW DATE		REVISION NUMBER
APPROVED BY	Executive Leadership Team (ELT)	
RESPONSIBLE POSITION	Chief Financial Officer	
EDRMS REFERENCES	D19/43423	
QUALITY CONTROL		

## 1. INTRODUCTION

The purpose of the Asset Management Policy is to set the structure within which Asset Management Strategy, Asset Management Plans, goals and outcomes associated with the policy will be developed and implemented.

The policy will ensure that Council has information, knowledge and understanding of the long-term and cumulative consequences of being the custodian of public infrastructure, for external accountability and internal efficiency and effectiveness.

This is achieved by ensuring that the systems and processes are in place to enable people to determine the most effective and efficient options for delivering infrastructure related services, while controlling exposure to risk and loss.

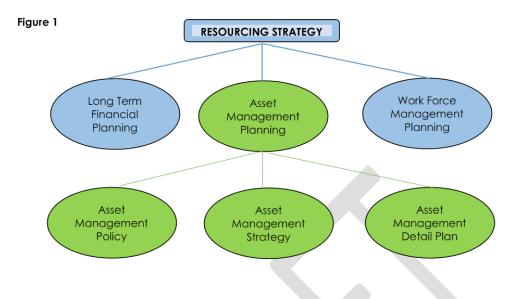
## 2. CONTEXT

Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 2009 and the Local Government Amendment (Planning and Reporting) Act 2009. This Integrated Planning and Reporting legislation requires that the Council must have a long-term strategy (called its resourcing strategy) and should include long-term financial planning, workforce management planning and asset management planning.

Figure 1 below shows the components of the Integrated Planning and Reporting Resourcing Strategy that frame the Asset Management requirements.

Draft Asset Management Policy

Page 1 of 6



## 3. POLICY OBJECTIVE

The policy objectives guide the Council to meet desired outcomes consistent with the strategic goals set out in 2033 Community Strategic Plan, Sustainability Strategy 2018-2023, Integrated Planning and Reporting legislation and other strategic documents to:

- Provide service to current and future generations;
- Encourage and support the economic, environmental and social development of the City;
- Preserve and manage Council and community assets to ensure optimum utilisation while minimising the whole-of-life cost to the community.

## 4. POLICY SCOPE

This policy applies to all infrastructure related service provisions such as roads and footpaths, stormwater drainage, buildings, parks and open spaces, sport and recreation centres owned or leased by the Council and Environmental Protection and Crown Land Managed by the Council.

## 5. POLICY STATEMENT

Council's policy is based on principles that guide responsible asset custodianship and sustainable management of infrastructure assets in order to deliver the policy objectives. The policy is:

- 5.1 Council will apply this policy to inform, plan and guide decisions about infrastructure assets in order to deliver the optimum balance of services and risks within its fiscal capacity.
- **5.2** Council will allocate sufficient resources for the development of asset strategies, asset management plans and service level documents to achieve the maturity in asset management practice, and will be underpinned by performance measurement, audit and review at appropriate intervals.

Draft Asset Management Policy

Page 2 of 6

- **5.3** Financial performance, utilisation, function and the condition of the assets will be the four performance measures considered for assets when determining service and intervention levels through community and key stakeholder consultations.
- 5.4 Decisions on asset renewal, disposal, upgrade or new asset provision are carried out in accordance with asset management information that includes demonstrated need, life cycle costing, alternative modes of delivery, sustainability, equitable distribution of resources and social equity, financial performance, utilisation, function and the condition of the assets.
- **5.5** The application of asset management will conform to legislative requirements and reflect best practice in the industry.
- **5.6** When new assets are considered or accepted to be acquired, the full life cycle costs (operation, maintenance and renewal funding) are to be sufficiently allocated.
- **5.7** Council will ensure the asset management of existing assets will not be compromised by the creation of new assets.
- 5.8 This policy will remain operational for the life of the Asset Management Strategy 2019-2023; will be reviewed annually; and, will expire in June 2023 when the Asset Management Strategy is due for review.

#### 6. IMPLEMENTATION

#### 6.1 Governance and Management

- 6.1.1.Develop and implement an Asset Management Strategy that outlines the current status of asset management and plans to continuously improve asset management;
- 6.1.2.Clearly define roles and responsibilities for service levels, asset provision, maintenance and planning and ensure they are understood;
- 6.1.3. Continually improve Council's maintenance and renewal practices;
- 6.1.4.Ensure all development and capital investment decisions are subject to whole of life cost analysis based on available Asset Management Plans and the Capital Works Policy;
- 6.1.5.Rationalise under-utilised assets that have no long-term strategic benefit and dispose of assets consistent with Sale of Council Owned Property Policy and other relevant policies.

#### 6.2 Finance

- 6.2.1.Integrate asset management, long term financial and strategic resource planning;
- 6.2.2.Ensuring that the asset base is not increased without considering the impact on Council's ability to fund maintenance, operating costs, resources and renewal of the asset;
- 6.2.3. Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding;
- 6.2.4.Improve integration and alignment with Council's financial systems and classify operational, maintenance, renewal, upgrade or new asset expenditure;
- 6.2.5.Ensure that Asset Accounting Policy aligns with asset management practices and reflect actual practice.

Draft Asset Management Plan Policy

Page 3 of 6

#### 6.3 Levels of Service

- 6.3.1.Ensure current asset performance measures are documented for each of Council's services that rely upon or generate assets;
- 6.3.2.Ensure that all plans and strategies of Council are considered in the delivery of service;
- 6.3.3.Ensure that community is consulted when Council considers changes to the service delivery needs of the community;
- 6.3.4.Consider alternate levels of service that balance with available resources and long-term financial planning.

#### 6.4 Data and Systems

6.4.1.Implement technology and resources to increase efficiency;

- 6.4.2. Develop business process documentation for asset management;
- 6.4.3. Participate in asset management best practice and benchmarking programs.

#### 6.5 Skills and Processes

- 6.5.1.Identify training needs, for Councillors and staff that have service planning and asset management responsibilities, so that asset management capacity is built and maintained;
- 6.5.2.Consider risk in each Asset Management Plan.

#### 6.6 Evaluation and Review

6.6.1.Evaluate asset management improvements and timelines and report to Council. Asset management will be implemented within the framework of key Council plans and financial management.

#### 7. Roles and Responsibilities

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

- The Mayor and Councillors adopt the policy objectives (this policy) and ensure sufficient resources are applied to manage the assets.
- The General Manager has overall responsibility for developing infrastructure asset management systems, policies and procedures and financial models and reporting on the status and effectiveness of asset management within Council.
- The Asset Management Steering Committee is responsible for ensuring that all asset management activities are consistent with the objectives of Council's Community Strategic Plan, Sustainability Strategy and the Integrated Planning and Reporting Framework. The committee members are responsible for ensuring that people, processes and systems are in place and work together to deliver services and meet the corporate infrastructure asset management objectives. They will also oversee the development and implementation of asset and risk management plans for all asset classes.
- Senior Managers are responsible for implementing infrastructure asset management plans, systems, policies and procedures.

Draft Asset Management Plan Policy

Page 4 of 6

• Employees with management or supervisory responsibility are responsible for the management of assets within their area of responsibility. Employees are tasked under implementation plans and will be responsible for the timely completion of those activities contained within those plans.

### 8. Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

### 9. Associated Documents

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

- D19/35949 2033 Community Strategic Plan
- D18/61326 Sustainability Strategy 2018-23
- D17/11575 Heritage Strategy 2017-2020
- D18/58166 Far West Regional Economic Development Strategy

#### 10. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements 3 months prior to the expiry of this policy.

The Asset Management Steering Committee is responsible for the review of this policy.

#### 11. Legislative and Legal Framework

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

- Local Government Act 1993
- Local Government (General) Regulation 2005
- National Asset Management Framework
- IPWEA Guidelines for Asset Management Plans
- International Infrastructure Management Manual
- ISO 55001:2014 Requirements for Asset Management.
- Australian Infrastructure Financial Management Guidelines, 2009

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

Draft Asset Management Plan Policy

### 12. **DEFINITIONS**

Term	Meaning
Asset Management	The Asset Management Council defines asset management as, "The life cycle management of physical assets to achieve the stated outputs of the enterprise". It is a combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Policy (AM Policy)	A statement of Councils attitude and preferred directions in managing its assets to meet desired outcomes consistent with its strategic goals.
Asset Management Strategy (AM Strategy)	The Asset Management Strategy will include an overarching Council endorsed Asset Management Policy. The Asset Management Strategy will include specific actions required to improve the Council's asset management capability and projected resource requirements and timeframes. The Asset Management Strategy will balance the resources required in the Asset Management Plan and resources available in the Long-Term Financial Plan, and report on the available choices and service and risk consequences.
Asset Management Plans (AM Plans)	Asset Management Plan are documented information that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the organization's asset management objectives. It identifies asset service standards, and contain long- term projections of asset maintenance, rehabilitation and replacement costs.
Asset Management Steering Committee (AMSC)	Representative managers responsible for ensuring that people, processes and systems are in place and oversee the development and implementation of asset and risk management plans for all asset classes. For 2019-2023 four-year term, the Executive Leadership Group are the AMSC. The nominations to AMSC will open to other managers after the initial four-year term.
Resourcing Strategy	As per Integrated Planning and Reporting Guidelines (IP &R) for local government in NSW, the Resourcing Strategy is the point where the council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and looks generally at matters that are the responsibility of others.
Long Term Financial Planning	The Long-Term Financial Plan will be used to inform decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program. The Long-Term Financial Plan will be for a minimum of 10 years and be updated at least annually as part of the development of the Operational Plan.

Draft Asset Management Plan Policy

Page 6 of 6

DRAFT ASSET MANAGEMENT STRATEGY



AUSTRALIA'S FIRST HERITAGE LISTED CITY



QUALITY CONTROL				
KEY DIRECTION	1. Our Community			
OBJECTIVE	1.4 Our built environment supports our quality of life			
STRATEGY	1.4.2 Maintain the serviceability of Council's assets at an appropriate condition level			
FILE REFERENCE No	13/163 EDRMS No D19/43418			
RESPONSIBLE OFFICER	Strategic Asset Manager			
REVIEW DATE	2023			
DATE	ACTION MINUTE No			
NOTES				
	City of Broken Hill Asset Management System Assessment June 2017			

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 2 of 63

# TABLE OF CONTENTS

TA	BLE OF CONTENTS
IN	ITRODUCTION
SI	IRATEGIC OUTLOOK4
A	SSET MANAGEMENT STRATEGY ACTIONS4
1.	GOVERNANCE AND MANAGEMENT
2.	. FINANCE
3	LEVELS OF SERVICE
4	DATA AND SYSTEM14
5	SKILLS AND PROCESSES
6	EVALUATION AND REVIEW15
7	CONCLUSION
8	DEFINITIONS
9	ABBREVIATIONS19
	APPENDIX 1: Summary of Asset Management Strategy Actions Aligned To Asset Management Policy
	Appendix 2: Asset Management Strategy Matrix 2019- 2023 Indicators
	APPENDIX 3: AMP Priority Determination Matrix 2019-2023
	APPENDIX 4: AMP Project Plans
	APPENDIX 5: City of Broken Hill Asset Management System Assessment June 2017

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 3 of 63

#### INTRODUCTION

Asset management is a 'whole of life' approach that includes planning, purchase, construction, operation, maintenance and renewal/disposal of assets. The objective is to maximise asset service delivery potential and manage related risks and costs over the entire asset life.

Adopting this Asset Management Strategy (AM Strategy) will assist Council in meeting the requirements of the Local Government Act 1999, the Financial Audit and Management Act 2012; and provide services needed by the community as set out in 2033 Community Strategic Plan and Sustainability Strategy 2018-2023 in a financially sustainable manner.

This AM Strategy is a summarised document for all asset classes. It is prepared to assist Council in improving the way it delivers services from infrastructure including roads, buildings, open space and land improvements, stormwater, irrigation, plant and equipment. The combined replacement value for all Council Assets is \$362,721,000.

Asset CategoryReplacement CostRoads (including land under roads, kerbs and gutters, footpaths)\$198,035,000Buildings & Other Structures\$79,211,000Stormwater Drainage\$13,510,000Open Spaces and Recreational Assets\$51,239,000Other Infrastructure Assts\$11,879,000Total\$362,721,000

The value of Councils assets, measured by replacement cost as at 30 June 2018 is:

## STRATEGIC OUTLOOK

- Council is able to continue to improve the level of service provided by its assets and to meet optimal levels of service identified in condition surveys.
- Council must consider strategies to fund the projected asset renewal expenditure over the next 10 years.
- Council's current asset management maturity is considered to be between 'aware' and 'core' level for various categories. Continued investment is required to ensure that data verification, system management and evaluation continues to mature towards an 'core' system level.
- Council endeavours to optimise the life of assets at the most economic cost over time (life cycle approach) including the development of new technologies to support optimisation.
- Reducing the demand for new assets through demand management techniques and consideration of alternative service delivery options.

## ASSET MANAGEMENT STRATEGY ACTIONS

The Asset Management Policy provides guidance on Councils asset management practices and provides a structure for this Asset Management Strategy under the focus areas of:

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 4 of 63

- 1. Governance and Management
- 2. Finance
- 3. Levels of Service
- 4. Data and Systems
- 5. Skills and Processes
- 6. Evaluation and Review

Under each of these focus areas there are specific action items presented to guide policy implementation.

## 1. GOVERNANCE AND MANAGEMENT

#### Asset Management Policy Action – Governance and Management

1.1 Develop and implement an Asset Management Strategy that outlines the current status of asset management and a plan to continuously improve asset management

#### **Asset Management Strategy**

This Asset Management Strategy (AMS) sets out recommendations to implement and improve asset management practices at Council for the 2019-2023 four-year term and to link recommended actions to the National Asset Management Framework (NAMF)1. At the end of the four-year term, the asset management practice improvement within the Council will be reviewed to decide on the transition to ISO55000 Asset Management Standards system, if the benefits warrant such a transition.

#### **Asset Management Status**

Council is in its initial stages of developing and implementing documentations and systems for asset management. The maturity against each of the 11 practice areas of National Assessment Framework (NAF) under NAMF varies between 'Aware' to 'Core'. As per NAMF assessment by Opus International Consultants in 2017, Council meets the standard for 'core' compliance in two out of 11 categories. Refer to Appendix 5 for the City of Broken Hill Asset Management System Assessment by Opus International Consultants (Australia) Pty Ltd. The objective of this Strategy is to focus on achieving and maintaining 'Core' level asset management and financial planning maturity in all 11 categories in the four-year term 2019-2023.

#### **Priority Planning**

The priorities and associated risks are different for each asset category. Based on the replacement value of the assets, the risks resulting from asset failure, the level of asset management knowledge and practice currently being undertaken, the asset categories are prioritised for development of Asset Management Plans (AMPs) for inclusion in the AMS 2019-2023. Refer to Appendix 3 AMS Priority Determination Matrix 2019-2023.

#### **Asset Management Plans**

AMPs outline the levels of service, financial information, risk assessment, maintenance and capital upgrade programs and management responsibilities. The level of detail in each

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 5 of 63

<sup>&</sup>lt;sup>1</sup> Local Government Financial Sustainability Nationally Consistent Frameworks, Framework 2, ASSET PLANNING AND MANAGEMENT, May 2009

category AMPs will depend on the risk of failure and complexity of managing the asset category.

The asset categories that will have AMPs developed over the term of this AMS are:

	Timetable			
Asset Management Plans (AM Plans)	Commencement	Completion		
Buildings Asset Management (BAMP) which includes Council, Community and buildings within sporting grounds (excluding amenity blocks and grandstands)	Q1 2020	Q2 2020 Draft Q3 2020 Ver 1.0		
Sports Facilities Asset Management Plan (SFAMP)	Q1 2020	Q2 2020 Draft Q3 2020 Ver 1.0		
Roads and Active Transport (RAMP)	Q2 2020	Q4 2020		
Public Amenities and Bike Plan (PAMP) or Active Transport Plan (ATP)	Q3 2019	Q2 2020		
Parks & Open Spaces AMP	Q4 2020	Q1 2021		
Public Amenities (Signage, Trees, Lighting)	Q4 2020	Q1 2021		
Airport	Q2 2021	Q3 2021		
Transfer Station, Landfill	Q3 2021	Q4 2021		

Recommendation		Time	Responsibility
1.1.1	Allocate additional funding of \$100k and complete AMPs for Buildings, Roads, Stormwater	2019-2020	Asset Management Steering Committee (AMSC) and AM Team
1.2	Review AMS 2019-2023 and develop an AMS 2023 -2027 and present to Council for adoption		AMSC and AM Team

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

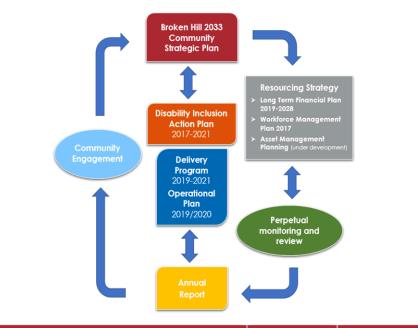
Page 6 of 63

Asset Management Policy Action – Governance and Management

1.2 Ensure the development and implementation of AMPs with clear link to LTFP

Asset management is not an activity that can occur in isolation from the broader Integrated Planning Framework of Council. Asset management focuses on Council Plan objectives and informs Council documents such as the Long-Term Financial Plan.

The following illustration presents the interaction between Councils asset management practices and Integrated Planning Framework.



Recommendation	Time	Responsibility
1.2.1 Business process to be documented to integrate AM with the integrated Planning Framework	2019-2023	AMSC and AM Team

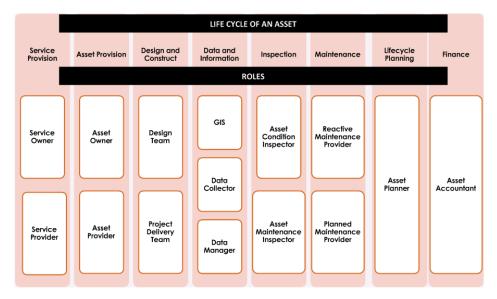
DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 7 of 63

#### Asset Management Policy Action – Governance and Management

1.3 Clearly define roles and responsibilities for service levels, asset provision, maintenance and planning and ensure they are understood.

The following illustration presents various roles that need to be undertaken over the life cycle of an asset.



Recommendation	Time	Responsibility
1.3.1 Roles and responsibilities are defined for each asset category and incorporated in the business unit actions and resources identified and allocated.	2019 -2020	AMSC and AM Team
1.3.2 Roles and responsibilities are incorporated in employee performance reviews and position description.	2019 -2020	AMSC and AM Team

#### Asset Management Policy Action – Governance and Management

1.4 Continually improve Council's maintenance and renewal practices

Asset maintenance is critical to operate an asset and deliver a level of service over its useful life. Regular maintenance does not increase the level of service or extend the useful life of an asset but will prevent untimely deterioration, reduce risk of unexpected failure and improve efficiency of the service provided through it.

Maintenance activities need to be documented, planned, undertaken, recorded and measured for improvement. Review of Council's current integrated system 'Civica Authority One' indicated that it is not suitable asset management software for Council under the current resource and budget capacity. Council is in the process of implementing 'reflect' and 'I AM OMNI' Asset Maintenance Systems.

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 8 of 63

It is intended that the Infrastructure Team implement, manage and take ownership of these Asset Maintenance Systems for different categories of assets. Once the Asset maintenance system is successfully implemented, the integration with financial and CRM modules to be implemented.

Recommendation	Time	Responsibility
1.4.1 Civica 'Asset Management' Module is reviewed and part of its current annual licence fee to be reallocated to 'Reflect' and 'I AM OMNI' asset maintenance systems where applicable	Q3 2019 to Q4 2019	AM Team and IT Department
1.4.2 Allocate funding of \$15,000 for 'Reflect' software, training and implement roads, kerbs and gutters, foot paths and trees asset maintenance system. Annual licence fee is \$7,000	Q4 2019 to Q2 2020	AM Team and IT Department
1.4.3 Allocate funding of \$15,000 for 'I AM OMNI' software, training and implement buildings, parks and open spaces asset maintenance system. Annual licence fee will be approximately \$15,000	Q4 2019 to Q2 2020	AM Team and IT Department
1.4.4 Support AM team to implement the maintenance software programs	2019 - 2023	AM Team and IT Department
1.4.5 Documentation of asset maintenance practices	2019 -2023	AM Team and IT Department
1.4.6 Allocate funding \$100K to research the market and implement Integration of Asset Maintenance Module with Financial and CRM Modules	2021 -2023	AM Team and IT Department

#### Asset Management Policy Action – Governance and Management

1.5 Ensure all development and capital investment decisions are subject to whole of life cost analysis based on available Asset Management Plans and the Capital Works Policy.

Life cycle management outlines a plan from initial planning through design, construction, maintenance, renewal until final decommissioning and disposal of asset and identifies and allocates financial resources needed throughout this life cycle process. Life cycle costing and management is a key element within National Asset Management Framework and is essential to ensure well managed assets.

Recommendation	Time	Responsibility
1.5.1 Life cycle management is incorporated in Councils business practices and included in all capital works, community projects and grants	2019 to 2023	AMSC, AM Team and PD team

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 9 of 63

#### Asset Management Policy Action – Governance and Management

1.6 Rationalise under-utilised assets that have no long-term strategic benefit and dispose of assets consistent with Sale of Council Owned Property Policy and other relevant policies.

Unlike private sector assets where the key driver is financial gain or loss, for public sector assets 'service' to the community is the key driver. A performance-based approach to asset management in the public sector will strengthen both external accountability and internal efficiency and effectiveness.

The services can be provided through the facilities only if the physical condition of the asset are at an acceptable level for use; the spaces within the asset meet the functional need and are utilised to the maximum reflecting that the competing demands of the users and the wider community need are met; and the sustainability of the asset in the long term is financially viable. Asset rationalisation and recommendation for disposal need to be made based on the measure of financial performance, utilisation, function and the condition of the assets.

Recommendation	Time	Responsibility
1.6.1 Establish benchmark for financial performance, utilisation, function and the condition of the assets	2019-2020	Council, AMSC, AM Team
1.6.2 Undertake rationalisation of building assets and facilitate co-location where necessary to provided committed services	2020 -2023	Council, AMSC, AM Team
1.6.3 Undertake rationalisation of ovals and sporting facilities assets and facilitate co-location where necessary to provided committed services	2020 -2023	Council, AMSC, AM Team
1.6.4 Undertake rationalisation of parks assets and facilitate co-location where necessary to provided committed services	2020 -2023	Council, AMSC, AM Team

## 2. FINANCE

#### Asset Management Policy Action – Finance

2.1 Integrate asset management, long term financial and strategic resource planning.

#### Integration of AMPs and LTFP

The funds required to meet the operating and renewal costs of assets and the impact of reduced funding on the deterioration of the assets need to be analysed to arrive at a balanced level of service that is acceptable for the community and financial sustainability of the Council.

Civica Authority One Strategic Asset Management Module was expected to provide the analysis capability for prediction and LTFP. As it has been ascertained that under the current resource and funding availability, Civica Authority One is not a recommended software option for managing the maintenance of the assets, other prediction software's in the market suitable for Council are to be researched and implemented; or integration of Civica Strategic Module with 'Reflect' and 'I AM OMNI' asset maintenance software to be explored.

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 10 of 63

During the first-year term of this Strategy, Council is recommended to undertake a highlevel condition audit and develop a LTFP through manual process and consultations with the community, while exploring the software options available in the market. In the second to fourth term of this Strategy it is recommended that Council implement the finalised software and update the LTFP based on more accurate modelling.

Recommendation	Time	Responsibility
2.1.1 High level manual process for AMP and LTFP integration	2019-2020	Council, AMSC, AM Team
<ul> <li>2.1.2 Implement asset prediction modelling software to forecast funding needs. Allocate \$100,000 over the three-year period.</li> <li>(Funding allowed under 1.4.6)</li> </ul>	2020 -2023	Council, AMSC, AM Team
2.1.3 Recommend projected funding for inclusion in the LTFP and incorporate incoming AMPs into annual review of LTFP	2020 -2023	Council, AMSC, AM Team

#### Asset Management Policy Action – Finance

- 2.2 Ensuring that the asset base is not increased without considering the impact on Council's ability to fund maintenance, operating costs, resources and renewal of the asset;
- 2.3 Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding.

#### Increasing the Asset Base

Council inherits existing and new assets from various sources such as community groups, government funding and private gifts. A process to understand the full life cycle cost of owning and managing the asset is required before Council takes responsibility for these assets. Adequate funding needs to be allocated at the time of inheritance to maintain, operate and renew these assets.

#### Planning for Asset Maintenance

During the design and upgrade of any existing assets, at the design phase consideration for maintenance costs over its useful life is required. Identifying these costs is a critical part of decision-making process in the affordability of the new asset or upgrade of existing asset. Ignoring this step during decision process leads to ever expanding asset base without adequate maintenance funding.

A balance between emergency, reactive and planned maintenance expenditure to achieve level of service without compromising safety and risk is required.

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 11 of 63

Recommendation	Time	Responsibility
2.2.1 Develop a process to assess and provide full life cycle cost of assets before they are taken under Council's responsibility	2020-2023	Council, AMSC, AM Team
2.2.2 Develop a process to ensure life cycle cost are considered and maintenance funding allocated when new or upgraded assets are designed	2020 -2023	Council, AMSC, AM Team
2.3.1 Measure and analyse trends in reactive versus planned maintenance costs	2020 -2023	Council, AMSC, AM Team

## Asset Management Policy Action – Finance

- 2.4 Improve integration and alignment with Council's financial systems and classify operational, maintenance, renewal, upgrade or new asset expenditure;
- 2.5 Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding.

#### Integration with Council's Financial System

Accurate data structure and data capture is required to align financial system with assets for reporting to Council and all other departments within Council. The LTFP presents maintenance, renewal, upgrade and new expenditure and these costs need to be tracked for all assets so actual expenditure can be compared and forecast.

Recommendation	Time	Responsibility
2.4.1 Conduct a review of financial classes and reporting to improve the connection between corporate finance and asset management	2020-2023	AM Team, Finance Team
2.4.2 Ensure maintenance planning in the new software are classified as per accounting system	2019 -2023	AM Team
2.5.1 Continue to adhere to and update Asset Valuation Methodology documentation	2019 -2023	AM Team, Finance Team

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 12 of 63

## **3 LEVELS OF SERVICE**

#### Asset Management Policy Action – Levels of Service

- 3.1 Ensure current asset performance measures are documented for each of Council's services that rely upon or generate assets;
- 3.2 Ensure that all plans and strategies of Council are considered in the delivery of service;
- 3.3 Consider alternate levels of service through community consultations that balance with available resources and long-term financial planning.

#### Service Plans

Council depends on physical assets for the delivery of majority of its services. Service planning is assessment of the services, its costs, roles and responsibilities and assets utilised. This AMS proposes two levels of service planning.

#### Level 1 Service Planning

Document current services, current budgets, lists of assets and utilisation levels and roles and responsibilities for service delivery. This will allow for LTFP based on current service levels and asset use.

#### Level 2 Service Planning

This involves scenario modelling taking into account the population growth or decline, availability of innovative technologies to deliver services without physical asset base, Public Private Partnerships and service level changes for long term sustainability of the Council. Level 2 Service planning requires community engagement to explore community willingness to pay for different levels of service and will require considerable resources.

Recommendation	Time	Responsibility
3.1.1 Develop and document Asset performance Measures as per AMS Priority Matrix	2019-2023	AM Team, Finance Team
3.2.1 Identify and prioritise Level 1 Service Plans to support the nominated AMPs	2019 -2023	AM Team
3.3.1 Undertake Level 2 Service Planning for services provided from assets which are below the performance benchmark identified under Item 1.6.1 Asset Rationalisation	2019 -2023	AM Team, Finance Team

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 13 of 63

## 4 DATA AND SYSTEM

#### Asset Management Policy Action – Data and System

- 4.1 Implement technology and resources to increase efficiency;
- 4.2 Develop Business process documentation for Asset Management;
- 4.3 Participate in asset management best practice and benchmarking programs.

#### Asset Management Team On-Costs

A good asset management practice that provides internal accountability and external performance reporting require a base level of funding for asset management team, software systems and business processes.

#### Data Management

As Stage 1 of data management process, implement stand-alone 'Asset Maintenance' systems 'Reflect' for roads asset category and 'I AM OMNI' for buildings asset category to capture asset data, undertake defective and preventative maintenance and improve the efficiency of the workflow process for inspection to completion. Once the implementation is successful, at Stage 2, undertake market analysis and implement an Asset Management System for scenario modelling that can optimise the selection of annual works program and budgets by taking data from Stage 1 implementation.

#### Geographic Information System (GIS)

An accessibility and display of asset data are increased by the usage of GIS. Without GIS the efficiency of data capture and effectiveness of data assessment is compromised. Currently the GIS coordinator position is vacant. Council to prioritise the process to appoint a GIS coordinator.

#### **Business Processes**

Asset management processes are to be developed and documented to capture knowledge and to assist with retention of capacity and succession planning.

#### **External Performance Monitoring**

Council participation in NSW Local Government Regional Analysis and Comparative Tool – Local Government Professionals Australia, NSW and PricewaterhouseCoopers Services (PWC)

Recommendation	Time	Responsibility
4.1.1 Continue annual funding for staff, software and processes	2019-2023	AM Team
4.2.1 Develop business processes manual to support asset management	2019 -2023	AM Team
4.3.1 Continue participating in PWC Analysis and allocate annual funding for IPWEA and NAMAF step program participation	2019 -2023	AM Team

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 14 of 63

## 5 SKILLS AND PROCESSES

#### Asset Management Policy Action – Data and System

- 5.1 Identify training needs for Councillors that broadens their knowledge of asset management;
- 5.2 Ensure staff that have service planning and asset management responsibilities are trained so that asset management capacity is built and maintained;
- 5.3 Consider risk of asset failure in each AMP.

#### Training

Asset management is a complex field and impacts the long-term financial planning and viability of the Council. Training is necessary at all levels, including for Councillors to ensure that important decisions are made with understanding on the consequences of the decisions.

#### Risk

Council has responsibility ensure that the services provided through the assets do not pose a risk to personal safety and to the continuation of services. Asset failure and compliance to legislative requirements will be considered in AMPs and risk register will be updated with relevant findings.

Recommendation	Time	Responsibility
5.1.1 Ensure Councillors have the appropriate information and training in asset management	2019-2023	AMSC and AM Team
5.2.1 Establish a training matrix based on staff roles and responsibilities and include training needs as part of annual staff performance reviews	2019 -2023	AMSC and AM Team
5.3.1 Consider the risk of failure and risk to personal safety and ensure that Council's Risk Register is updated for each asset category	2019 -2023	AM Team and Risk and Compliance Team

## 6 EVALUATION AND REVIEW

Asset Management Policy Action – Data and System

6.1 Evaluate asset management improvements and timelines and report to Council.

#### Annual Asset Management Report

Under this strategy, the progress achieved against IPWEA. NAMS plus National Asset Management Assessment Framework (NAMAF) will be reported annually to Council. NAMAF is a methodology for the assessment of the maturity of asset management practices from which prioritised improvement can be developed. This strategy aims to achieve 'core' level of maturity at the end this four-year term and transition into ISO 55000 standards for next four-year term if the benefits warrant such a transition.

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 15 of 63

Recommendation	Time	Responsibility
6.1.1 Report annually to Council on the progress of the AMS and asset management improvements.	2019-2023	AMSC and AM Team

# 7 CONCLUSION

This strategy has been developed to advance asset management practice and achieve long term financial sustainability of the Council with careful consideration to economic, environmental and social impacts. The AMP and AMS implementation will ensure compliance with National Asset Management Framework.

All strategy actions have been aligned with AMP and organised within the following areas:

- 1. Governance and Management
- 2. Finance
- 3. Levels of Service
- 4. Data and Systems
- 5. Skills and Processes
- 6. Evaluation and Review

Funding and implementing these actions will ensure that Council continues to manage its portfolio sustainability for its community and will result in acceptance of asset management as embedded practice.

## **8 DEFINITIONS**

Definition terms used in the AMS 2019-23

Term	Meaning
Asset	An asset owned or managed by BHCC that provides value to the level of service provided to the Council
Asset Class / Category	Grouping of assets of similar nature
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
Asset Management Plan (AMP)	An AMP is a plan that projects the level and timing of cash flows associated with acquisition, replacement and new assets, asset maintenance and disposal in order to be able to achieve desired levels of service from assets. Councils are required to prepare AMPs with a planning period of at least 4 years. They assist in determining a Council's funding and financing needs and inform the Council's long-term financial plan and annual budget. It is one of a suite of documents that collectively make up a Council's approach to asset management.
Asset Management Policy	A policy that ensures compliance with any asset management statutory requirements as well as achieving and maintaining standards that reflect good administrative practices.
Asset Management Steering Committee (AMSC)	Steering committee consisting of Infrastructure Development, Infrastructure Operations, Finance, Risk and Asset Management representatives. For the first four-year term, Executive Leadership Team (ELT) are the nominated

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 16 of 63

	AMSC. Ove the years as the organisations' asset
	management maturity level increases, mid-level group
	leaders will be nominated to AMSC.
Asset Replacement Costs	Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had
	originally.
Asset Management Strategy	An AMS sets out the strategic asset management goals by
/ set management sharegy	outlining what services are delivered, the methods of
	service delivery including non-asset solutions, and what
	assets and resources will be required. An AMS sets
	out the practical implementation of Council's strategic
	goals and helps in identifying the optimal asset base that is
	necessary to support service delivery requirements.
	An AMS comprises a number of plans that detail how Council will use its assets in an efficient and effective
	manner over each asset or asset group's life-cycle to
	support service delivery. An AMS will usually cover the
	development and implementation of plans and programs
	for asset creation, operation, maintenance, rehabilitation,
	replacement, disposal and performance monitoring, to
	ensure that the desired levels of service delivery and other
Capital Expenditure	operational objectives are achieved at optimum cost. Expenditure on items which will provide benefits that
Capital Experiancie	extend into future financial periods. It includes expenditure
	to acquire new assets or to enhance existing assets to
	provide expanded, or a higher level of, service.
Capital Renewal	Capital expenditure that creates a new asset providing a
	new service to the community that did not exist
	beforehand. As it increases service potential it may
	impact revenue and will increase future operating and
Condition Assessment	maintenance expenditure. The process of continuous or periodic inspection,
Condition Assessment	assessment, measurement and interpretation to indicate
	the condition of an asset to determine the need for
	preventative or remedial action or to reassess the assets
	remaining useful life for valuation purposes.
Long Term Financial Plan	A plan that projects a forecast of a Council's financial
(LTFP)	performance and position over a period of at least 10
	years. It is one of a suite of documents that collectively make up a Council's Strategic Management Framework
	and the LTFP should be consistent with, and express
	financially, actions expressed or required to give effect to
	strategies proposed in these other documents.
National Asset Management	A methodology for assessing the maturity of a Council's
Assessment Framework	Asset Management practices and processes against the
(NAMAF)	National Asset Management Framework (NAMF). 'Core' maturity level – the base maturity level in the
	National Asset Management Assessment Framework
	(NAMAF). 'Advanced' maturity level – a maturity level in
	National Asset Management Assessment Framework
	(NAMAF) indicating comprehensive asset management
	processes.
National Asset Management	A national framework for best practice asset
Framework (NAMF)	management underpinned by NAMAF methodology.
Service Plan (SP)	A process that outlines service objectives for specific council services. The service plan encompasses the
	principles for the provision of the service, the level of
	service to be provided, key roles and responsibilities for the
	delivery of the service, financial costs and revenues

Page 17 of 63

	measures including a unit cost used to monitor the performance of service delivery.
Service Levels	Levels of service prescribed for a service provided by Council.
Whole of life cycle cost estimates	Acquisition, maintenance and disposal costs/receipts of an asset over its useful life.

Page 18 of 63

## 9 ABBREVIATIONS

Abbreviations used in the AMS include:

AMP	Asset Management Policy
AMS	Asset Management Strategy
ATP	Active Transport Plan
BAMP	Building Asset Management Plan
DAMP	Stormwater Drainage Asset Management Plan
GIS	Geographic Information System
IPWEA	Institute Public Works and Engineering Australasia
LTFP	Long Term Financial Plan
NAMAF	National Asset Management Assessment Framework
NAMF	National Asset Management Framework
LTFP	Long Term Financial Plan
RAMP	Roads Asset Management Plan
SFAMP	Sports Facilities Asset Management Plan
TAMP	Trees Asset Management Plan

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 19 of 63

# APPENDIX 1: Summary of Asset Management Strategy Actions Aligned To Asset Management Policy

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
Governance and Management	1.1 Develop and implement an Asset Management Strategy that outlines the current status of asset management	1.1.1 Allocate additional funding of \$100K and complete AMPs for Buildings, Roads, Stormwater	2019-2020	AMSC and AM Team
	and a plan to continuously improve asset management	1.1.2 Review AMS 2019-2023 and develop an AMS 2023 - 2027 and present to Council for adoption		AMSC and AM Team
	1.2 Ensure the development and implementation of AMPs with clear link to LTFP	1.2.1 Business process to be documented to integrate AM with the integrated Planning Framework	2019-2023	AMSC and AM Team
	1.3 Clearly define roles and responsibilities for service levels, asset provision, maintenance and planning	<ol> <li>Roles and responsibilities are defined for each asset category and incorporated in the business unit actions and resources identified and allocated.</li> </ol>	2019 -2020	AMSC and AM Team
	and ensure they are understood.	<ol> <li>1.3.2 Roles and responsibilities are incorporated in employee performance reviews and position description.</li> </ol>	2019 -2020	AMSC and AM Team
	1.4 Continually improve Council's maintenance and renewal practices	1.4.1 Civica Asset Management Module is reviewed, and necessary adjustments made to allow implementation of 'I AM OMNI' Asset Maintenance Systems	Q3 2019 to Q4 2019	AM Team and IT Department
		1.4.2 Allocate funding of \$15,000 for 'Reflect' software, training and implement Roads, kerbs and gutters, foot paths and trees asset maintenance system. Annual license fee is \$7,000	Q4 2019 to Q2 2020	AM Team and IT Department
		1.4.3 Allocate funding of \$15,000 for 'I AM OMNI' software, training and implement buildings, parks and open spaces asset maintenance system. Annual license fee will be approximately \$15,000	Q4 2019 to Q2 2020	AM Team and IT Department

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 20 of 63

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
		1.4.4 Support AM team to implement the maintenance software programs	2019 - 2023	AM Team and IT Department
		1.4.5 Documentation of asset maintenance practices	2019 -2023	AM Team and IT Department
		1.4.6 Allocate funding \$100K to research the market and implement Integration of Asset Maintenance Module with Financial and CRM Modules	2021 -2023	AM Team and IT Department
	1.5 Ensure all development and capital investment decisions are subject to whole of life cost analysis based on available Asset Management Plans and the Capital Works Policy.	1.5.1 Life cycle management is incorporated in Council business practices and included in all capital works, community projects and grants	2019 - 2023	AMSC, AM Tean and PD team
	1.6 Rationalise under-utilised assets that have no long-term strategic benefit and dispose of assets consistent with	1.6.1 Establish benchmark for financial performance, utilisation, function and the condition of the assets	2019- 2020	Council, AMSC, AM Team
	Sale of Council Owned Property Policy and other relevant policies.	1.6.2 Undertake rationalisation of building assets and facilitate co-location where necessary to provided committed services	2019- 2020	Council, AMSC, AM Team
		1.6.3 Undertake rationalisation of ovals and sporting facilities assets and facilitate colocation where necessary to provided committed services	2020- 2021	Council, AMSC, AM Team
		<ol> <li>1.6.4 Undertake rationalisation of parks assets and facilitate colocation where necessary to provided committed services</li> </ol>	and         2021 - 2023         AM           ancil         2019 - 2023         AM           nocil         2019 - 2020         AM           gets         2019 - 2020         Co           ded         2020 - 2021         Co           ded         2020 - 2021         Co           ded         2019 - 2020         Co	Council, AMSC, AM Team
Finance		2.1.1 High level manual process for AMP and LTFP integration	2019-2020	Council, AMSC, AM Team

Page 21 of 63

Page 336

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
	2.1 Integrate asset management, long term financial and strategic resource planning.	2.1.2 Implement asset prediction modelling software to forecast funding needs. Allocate \$100,000 over the three-year period. (Funding allowed under 1.4.6)	2020 -2023	Council, AMSC, AM Team
		2.1.3 Recommend projected funding for inclusion in the LTFP and incorporate incoming AMPs into annual review of LTFP.	2020 -2023	Council, AMSC, AM Team
	2.2 Ensuring that the asset base is not increased without considering the impact on Council's ability to fund maintenance, operating costs,	2.2.1 Develop a process to assess and provide full life cycle cost of assets before they are taken under Council's responsibility.	2020-2023	Council, AMSC, AM Team
	resources and renewal of the asset;	2.2.2 Develop a process to ensure life-cycle cost are considered and maintenance funding allocated when new or upgrade assets are designed.	2020 -2023	Council, AMSC, AM Team
	2.3 Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding.	2.3.1 Measure and analyse trends in reactive versus planned maintenance costs	2020 -2023	Council, AMSC, AM Team
	2.4 Improve integration and alignment with Council's financial systems and classify operational, maintenance, renewal, upgrade or new asset	2.4.1 Conduct a review of financial classes and reporting to improve the connection between corporate finance and asset management.	2020-2023	AM Team, Finance Team
	expenditure;	2.4.2 Ensure maintenance planning in the new software are classified as per accounting system.	2019 -2023	AM Team
	2.5 Adequately identify and plan for future maintenance costs of assets and infrastructure to reduce the asset renewal gap in allocated funding.	2.5.1 Continue to adhere to and update Asset Valuation Methodology documentation.	2019 -2023	AM Team, Finance Team

Page 22 of 63

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
Levels of Service	3.1 Ensure current asset performance measures are documented for each of Council's services that rely upon or generate assets;	3.1.1 Develop and document Asset performance Measures as per AMS priority Matrix	2019-2023	AM Team, Finance Team
	3.2 Ensure that all plans and strategies of Council are considered in the delivery of service;	3.2.1 Identify and prioritise Level 1 Service Plans to support the nominated AMPs	2019 -2023	AM Team
	3.3 Consider alternate levels of service through community consultations that balance with available resources and long-term financial planning.	3.3.1 Undertake Level 2 Service Planning for services provided from assets which are below the performance benchmark identified under Item 1.6.1 Asset Rationalisation	2019 -2023	AM Team, Finance Team
Data and Systems	4.1 Implement technology and resources to increase efficiency;	4.1.1 Continue annual funding for staff, software and processes	2019-2023	AM Team
		4.1.2 Allocate additional funding for software implementation and \$100,000 for GIS coordinator support	2019-2023	AM Team and I
	4.2 Develop Business process documentation for Asset Management;	4.2.1 Develop business processes manual to support asset management	2019 -2023	AM Team
	4.3 Participate in asset management best practice and benchmarking programs.	4.3.1 Continue participating in PWC and allocate annual funding for IPWEA and NAMAF step program participation	2019 -2023	AM Team
Skills and Processes	5.1 Identify training needs for Councillors that broadens their knowledge of asset management;	5.1.1 Ensure Councillors have the appropriate information and training in asset management	2019-2023	AMSC and AM Team

Page 23 of 63

Page 338

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
	5.2 Ensure staff that have service planning and asset management responsibilities are trained so that asset management capacity is built and maintained;	5.2.1 Establish a training matrix based on staff roles and responsibilities and include training needs as part of annual staff performance reviews	2019 -2023	AMSC and AM Team
	5.3 Consider risk of asset failure in each AMP.	5.3.1 Consider the risk of failure and risk to personal safety and ensure that Council's Risk Register is updated for each asset category	2019 -2023	AM Team and Risk and Compliance Team
Evaluation and Review	6.1 Evaluate asset management improvements and timelines and report to Council.	6.1.1 Report annually to Council on the progress of the AMS and asset management improvements	2019-2023	AMSC and AM Team

## Appendix 2: Asset Management Strategy Matrix 2019- 2023 Indicators

The indicators used to set priority and importance of AMPs for inclusion in the AMS 2019-2023 matrix.

ltem	Definition	s				
AMP Inclusions	Which as	set class	/ types	will be	e inclu	ded in AMP
	<ul> <li>✓</li> </ul>	Included				
AMP Priority						priority based on tional need and knowledge
	O Lov	/	Med	•	High	
Risk Due to Asset Failure	Likelihood	d and im	pact of	asset	failure	within an asset class
	O Lov	/	Med	•	High	
Value	Replacer	ment Val	ue			_
	O Lov	v 🔵	Med	•	High	
Current Knowledge	How well skills / kno			erstoo	d takir	ng into account data and
	0 No kno	wledge 5	. Comp	oreher	nsive K	nowledge
Inventory	The colle	ction of c	asset do	ata, at	tribute	s and spatial information
	1 · ·	Included program	in work	ζ.		
Condition	Whether during Al		n assess	ment	will be	performed on an asset class
	· · · · ·	Included program	in work	ζ.		
Valuation	Whether assets	an exterr	nal valu	ation	or unit	rates to value a class of
	· · · · ·	Included program	in work	ζ		
Service Plan	Whether	a service	plan w	vill be	comple	eted for AMP
	1 T T	Included program	in work	ζ.		
Resource Level Required	Level of r AMP	esources	(time, s	\$, staf	f) will b	e required to achieve an
	O Lov	/	Med	•	High	
AMP Date	The year	by which	the AM	∧P is e	xpecte	ed to be completed

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 25 of 63

								Legend			<u></u>	<b></b>	
								Prioirty, Ris			OLow	Med	High
		AMP Priority D	Determi	nation M	atrix 20	19-2023		Resourcing		ent	OLow	Med	🖲 High
								Current Kn	0		0 None	5 Compr	
								Expected to	o be part o	of the AIV	IS 2019-202	3 action p	lan 🗸
sset Class	АМР	Asset Category	AMP Inlcusions	AMP Priority	Risk due to Asset Failure	Replacement Value	Current AM Knowledge	Inventory	Condition	Valuation	Service Plan	Resouring Required	AMP date
		Office Furniture	-	-	-	-	1	-	-	-	-	-	-
<b>6</b>		IT & Office Equipment	-	-	-	-	4	$\checkmark$	-	-	-	-	-
Governance		Fleet	-	-	-	-	1	$\checkmark$	-	-	-	-	-
		Art	-	-	-	-	0	-	-	-	-	-	-
		Vacant Land	-	-	-	-	1	-	-	-	-	-	-
1 minut	PGAMP	Open Spaces	~	•	0	0	1	✓ 3	✓ 0	-	<ul> <li>(</li> </ul>	) 🔴	2020
Land	BAMP	Land with Buildings	~	•	•	•	1	✓ 3	✓ 3	~	-	•	2020
	RAMP	Land Under Roads	~	•	•	•	1	✓ 3	✓ 0	~	-	•	2020
		Council owned & operated	~	•	٠	٠	1	✓ 3	✓ 3	~		) 🔴	2020
Dutidian		Council owned & leased	$\checkmark$	•	•	•	1	✓ 3	✓ 3	$\checkmark$	< 0	) 🔴	2020
Buildings		Sports Facilities	$\checkmark$	•	•	•	1	✓ 3	✓ 3	$\checkmark$	<b>~</b> (	) 🔴	2020
		Sheds	-	0	0	0	0	-	-	-	-	-	-
		Road, Kerbs & Gutters	$\checkmark$	•	•	•	1	✓ 0	✓ 1	~	<ul> <li></li> <li><td>) 🔴</td><td>2020</td></li></ul>	) 🔴	2020
	RAMP & ATP	Foot & Cycle Paths	$\checkmark$	•	•	•	1	✓ 3	✓ 3	$\checkmark$	🗸 3	8 🔴	2020
Transmort	RAIVIP QATP	Bus Shelters	$\checkmark$	•	•	0	0	✓ 0	✓ 0	-		) 🔴	2020
Transport		Traffic Devices	-	•	•	0	0	✓ 0	-	-		. 🔴	-
		Car Parks	$\checkmark$	0	0	0	0	✓ 0	✓ 0	$\sim$	<ul> <li>(</li> </ul>	) 🔴	2021
		Airport	-	-	•	•	1	✓ 0	✓ 1	$\checkmark$	<ul> <li></li> <li></li> </ul>	) 🔴	2022
Drainage	DRAMP	Stormwater	~	٠	•	٠	1	✓ 0	✓ 0	$\checkmark$		) 🔴	2021
	LAMP	Lighting	$\checkmark$	•	•	•	0	✓ 1	✓ 1	$\checkmark$	✓ (	) 🔴	2021
Public Amenity	SAMP	Signage	$\checkmark$	0	•	•	0	✓ 0	✓ 1	-	✓ (	) 🔴	2022
-ubic Amenity	TAMP	Trees	~	0	0	•	0	✓ 0	✓ 0	-	🗸 (	) 🔴	2020
	PGAMP	Parks & Open Spaces	$\checkmark$	0	0	•	0	✓ 0	✓ 0	$\checkmark$	✓ (	) 🔴	2020
Waste		Transfer Station	_	-	•	•	2	-	-	-	-	-	2022
		Landfill	-	-	•	•	2	-	-	-	-	-	2022

# APPENDIX 3: AMP Priority Determination Matrix 2019-2023

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 26 of 63

## APPENDIX 4: AM Plans Project Plans

	BAMP Buildings Asset Management Plan			20	020			20	)21			20	22		20	23		Resourcin	g
1	Council & Community Buildings (excludes sporting ground buildings) PROJECT PLAN	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Internal	External	External Cost
	High level audit to assist Level 1 Service Planning	1															0%	100%	completed
Stage 1	Asset rationalisation draft based on Level 1 Service Planning		1														100%	0%	\$0K
	Level 2 Service Planning		1	1													100%	0%	\$0K
<b>6</b> 1 <b>2</b>	Activate data collection techniques and training for maintenance staff(I AM OMNI software)	2															10%	90%	\$6K
Stage 2	Under take inventory verifications: sampling, extrapolate condition scores	2	2	2													100%	0%	\$0K
	prediction modelling, life cycle analysis (new software)	Γ			3	3											95%	5%	\$15K
Stage 3	documentation						3										95%	5%	\$0K
	Review and adoption			Draf	t			3.1				3.2				3.3	100%	0%	\$0K
	Total Project Summary	\$3K	\$3K		\$15	\$5K									Ì		75%	25%	\$21K

	SFAMP			20	020			20	21			20	)22		20	23		Resourcin	g
	Sports Facilities Asset Management Plan PROJECT PLAN	Q4	Q1	Q2	Q3	Q4	Q1	Q2	QЗ	Q4	Q1	Q2	QЗ	Q4	Q1	QZ	Internal	External	External Cost
	High level audit to assist Level 1 Service Planning	1															100%	0%	\$0K
Stage 1	Asset rationalisation draft based on Level 1 Service Planning		1														100%	0%	\$0K
	Level 2 Service Planning		1	1													100%	0%	\$0K
	Activate data collection techniques and training for maintenance staff(I AM OMNI software)	2															10%	90%	\$6K
Stage 2	Under take inventory verifications: sampling, extrapolate condition scores	2	2	2													100%	0%	\$0K
	prediction modelling, life cycle analysis (new software)				3	3											95%	5%	\$15K
Stage 3	documentation						3										95%	5%	\$5K
	Review and adoption			Draft				3.1				3.2				3.3	100%	0%	\$0K
	Total Project Summary	\$зк			\$3K		\$15	I\$5K									88%	13%	\$21K

	RAMP			20	20			20	021			20	22		20	23		Resourcin	g
1	Roads (incl. kerbs & Gutters) Asset Management Plan PROJECT PLAN	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	QЗ	Q4	Q1	Q2	Internal	External	External Cost
Stage 1	High level audit		1														0%	100%	\$30K
Drafe 1	Asset prioritisation (based on 2017 PMAP audit)		1	1													100%	0%	\$0K
Stage 2	Activate data collection techniques and training for maintenance staff (Reflect Software)	2															90%	10%	\$5K
Stage 2	Under take inventory verifications: sampling, extrapolate condition scores		2	2	2												100%	0%	\$0K
	prediction modelling, life cycle analysis (new software)					3	3										5%	95%	\$15K
Stage 3	Level 2 Service Planning							3									0%	0%	\$5K
Stage 2	documentation							3									100%	0%	\$0K
	Review and adoption			Draf				3.1				3.2				3.3	100%	0%	\$0K
	Total Project Summary					\$15	к										62%	26%	\$55K

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 27 of 63

	PAMP			20	20			20	21			20	22		20	23		Resourcin	g
1	Active Transport Plan (includes PAMP and Bike Plans) Asset Management Plan PROJECT PLAN	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Internal	External	External Cost
Channe 1	Audit completed by Cardno and based on 2017 PAMP audit																100%	0%	\$0K
Stage 1	Level 1 Service Planning				1												100%	0%	\$OK
Charac 2	Activate data collection techniques and training for maintenance staff (Reflect Software)	2															90%	10%	\$5K
Stage 2	Under take inventory verifications: sampling, extrapolate condition scores		2	2	2												100%	0%	\$0K
	prediction modelling, life cycle analysis (new software)					3	3										5%	95%	\$15K
Charles 2	Level 2 Service Planning (N/A)							3									0%	0%	\$5K
Stage 3	documentation							3									100%	0%	\$0K
	Review and adoption			Draft				3.1				3.2				3.3	100%	0%	\$0K
	Total Project Summary																74%	13%	\$25K

	PGAMP & TAMP			20	20	·		20	21			20	22		20	23		Resourcin	g
	Parks & Open Spaces Asset Management Plan & Trees Asset Management Plan PROJECT PLAN	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Internal	External	External Cost
Ctor == 1	Initial Audit																100%	0%	\$0K
Stage 1	Level 1 Service Planning					1											100%	0%	\$0K
	Activate data collection techniques and training for maintenance staff (OMNI Software)	2															90%	10%	\$5K
Stage 2	Under take inventory verifications: sampling, extrapolate condition scores		2	2	2												100%	0%	\$0К
	prediction modelling, life cycle analysis (new software)					3	3										5%	95%	\$15K
	Level 2 Service Planning (N/A)							3									0%	0%	\$5K
Stage 3	documentation							3									100%	0%	\$0K
	Review and adoption			Draft				3.1				3.2				3.3	100%	0%	\$0K
	Total Project Summary																74%	13%	\$25K

Page 28 of 63

# APPENDIX 5: City of Broken Hill Asset Management System Assessment June 2017



City of Broken Hill

# City of Broken Hill Asset Management System Assessment June 2017

Prepared by:	Graham Lantzke Principal Asset Management Engineer	Opus International Consultants (A Perth Office Level 1, 142 Hasler Road PO Box 174, OSBORNE PARK WA Anstralia	
Reviewed by:	Tom Stacey Senior Asset Management Engineer	Telephone: +61 9 9340 9900	
Approved for release by:			
	Ian Thew	Date:	28 July 2017
	Business Development Manager	Reference:	W-09730
		Status:	Final

1 28 July 2017

Opus International Consultants (Australia) Pty Ltd

6

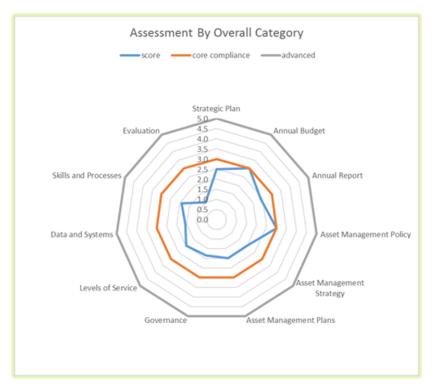
Asset Management System Assessment

# **1** Executive Summary

An assessment of the City of Broken Hill (the City) asset management practice was performed by Opus International Consultants (Opus) on 14 June 2017 using the National Asset Management Assessment Framework (NAMAF). The assessment was commissioned to objectively assess;

- · The current state of asset management practice; and
- Potential improvements.

Results of the assessment are;



#### The assessment has found;

- Asset Management Practice is meeting the standard for core compliance identified in the NAMAF in some, but not <u>all of</u> the 78 requirements.
- Asset Management Practice is meeting the standard for core compliance in 2 of the 11 categories.
- The City is well progressed to meeting the standard for core compliance in those areas where it does not currently meet them.
- The strongest areas of practice are around financial management, strategic community
  planning and compliance with Government requirements.

2 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 30 of 63

- The weakest areas of activity are around evaluation, continuous improvement, data and systems.
- The City is currently reviewing their strategic planning.
- Evidence was not found of a strong linkage between corporate and strategic planning and
  operations. There was a lack of central Committee and weak feedback provisions from
  operational levels.
- The documentary framework is largely sound and complete when assessed on its own merits. The practicality of the documentation has not been assessed and seems overly complex for practical application.
- The City is still in the process of embedding the practice of asset management in all levels across the organisation with mixed success.
- The City has a robust public consultation process to establish Community and Corporate strategic objectives.
- Technical staff are knowledgeable, enthusiastic and understand their roles but in many instances, need formal training in Asset Management and/or experience/exposure to the practice. There is strong support for continually improving business practices and asset management.

Specific recommendations for improvement are provided in Table 5 of this report.

Overall the progress of the City is positive, with several strong signs of success. However, there is room for improvement. An overall immediate focus on implementing and managing business processes, training and giving staff time, support and opportunity to embed Asset Management requirements is recommended. The current review and update of documentation and practice will also be beneficial.

3 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

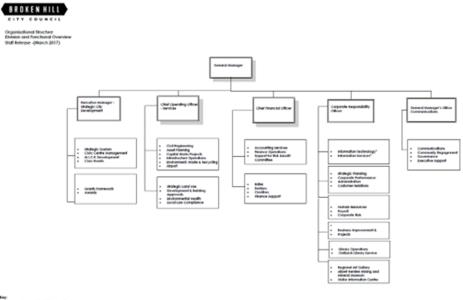
Page 31 of 63

# 2 Background

### 2.1 The City of Broken Hill

The City of Broken Hill (the City) is a local government located in the State of New South Wales. It encompasses only the urban environment of Broken Hill servicing a population of around 18,500. The City provides asset based services to the local community and other stakeholders as well as providing road management services to the State Highway Authority, Roads and Maritime Services (RMS)

The City organisational structure is shown in Figure 1: City of Broken Hill Organisation Structure.



Ery: \* temporary placement in biology, usually reports to Ohior Respond Officer

Figure 1: City of Broken Hill Organisation Structure

#### 2.2 Request for Assessment

The City requested Opus undertake an independent assessment of the City's asset management practice and provide a report and recommendations.

#### 2.3 Scope of Asset Management System

For this review and consistent with the requirements of the NAMAF and ISO55001 the Asset Management System has been defined to be inclusive of the people, processes and technology that deliver asset based services.

4 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 32 of 63

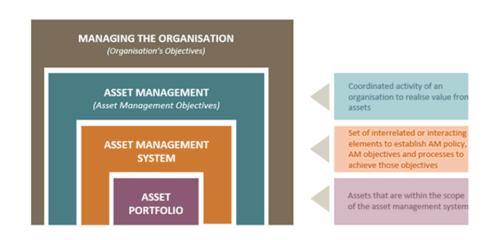


Figure 2: Asset Management System.

## 2.4 Scope of Assets Assessed

The City has an established an asset hierarchy as shown in Table 1: Assets and Asset Classes;

Table 1: Assets and Asset Classes		
Roads	Waste Services	
Roads, Sealed	Waste Services	
Roads, Unsealed	Airfield	
Car Parks	Airfield	
Signs	Plant & Equipment	
Lighting	Plant	
Paths	Light Vehicles	
Nature Strips	Equipment, Furniture, etc.	
Roadside Furniture	ICT	
Kerb and Channel	Information and Communications Technologies	
Drainage	Other Assets not owned by the City	
Drainage	Bridges	
Creeks and waterways	Marine Assets	
Parks (excluding buildings in parks)	Power supply	

5 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 33 of 63

Parks	Sewerage
Sporting Grounds	Water Supply
Reserves	Not included in assessment
Aquatic Centre	Books, knowledge, intellectual property
Structures - Other (retaining walls, etc.)	Art and sculptures
Buildings	Land
Buildings	

Notes

- 1. ICT assets were not originally included in the scope but were added because during the interviews it was identified that the ICT Manager has a strong interest in asset management and there is an existing (obsolete) AM Plan for ICT equipment.
- This table includes "Other assets not owned by the City" to provide a record that these asset groups were considered and not included because the City does not own any of these assets.

6 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 34 of 63

## 3 Assessment Process

#### 3.1 Assessment Objectives

The purpose of the assessment was to discover objectively;

- 1. the current state of asset management practice at the City,
- 2. observed strengths and weaknesses, and
- 3. potential improvements.

The assessment was intended to be high level, collegial and instructive to the participants. It was interactive and not considered an audit.

The assessment was to cover all assets and associated operations of the infrastructure management section of the City. During the interviews, ICT assets were included for reasons discussed elsewhere.

#### 3.2 Review Standard

#### 3.2.1 National Asset Management Assessment Framework

The review was conducted using the National Asset Management Assessment Framework produced by the Centre for Local Government Excellence and the Institute of Public Works Engineering Australasia (IPWEA). The NAMAF framework was designed and adopted in 2007 to provide a nationally consistent method for Local Government to assess progress towards better Asset Management Practice.

#### 3.2.2 Decision to use NAMAF

The NAMAF standard was adopted in preference to other alternatives (ISO55001, NAMS plus, PAS55) following discussions between the City and Opus because NAMAF;

- is purposely designed for Local Government,
- is nationally recognised and current NSW adopted practice,
- · is simple, easy to use and not overly technical,
- · has robust questions specific to local government around finance practice, and
- is ideal for a 'quick fact finding report'.

#### 3.2.3 Content of the NAMAF

The NAMAF standard assesses a Local Government in 11 categories for functions that need to be in place for a core compliance with asset management practice. "Core compliance" is confirmed where the basic functional elements of an asset management system are in place.

7 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 35 of 63

Each element is assessed for progress towards a mature system (score o to 5) with the organisation meeting requirements if over 80% of the City's assets, by value, are being managed with core compliance and there are no other material non-compliances.

The categories and elements are summarised in Appendix 1. The eleven categories of assessment are;

- Strategic Plan
- Budget
- Annual Report
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance and Management
- Levels of Service
- Data and systems
- Skills and processes
- Evaluation

#### 3.2.4 Other Considerations

#### 3.2.4.1 NSW Local Government AM Framework

The Office of Local Government NSW provides an Integrated Planning and Reporting Framework (IP&R) which Local Governments are required to comply with.



#### Figure 3: NSW Local Government Integrated Planning and Reporting Framework (from OLG website)

8 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 36 of 63

The IP&R provides detail on the specific requirements and contents of plans and documents and would take precedence over the NAMAF if there are any discrepancies. This assessment has not explored the full detail of plans and documents to confirm full compliance with the IP&R but any obvious and <u>high level</u> discrepancies have been noted.

#### 3.2.4.2 Accounting Standards and Financial Reporting

The Office of Local Government – NSW provides Local Government Code of Accounting Practice and Financial Reporting which sets out standards for reporting and capitalising costs and valuation of assets.

This review has assessed financial reporting at a generic level only, such as whether current asset management practice is <u>sufficient</u> to support asset valuation in accordance with the Australian Accounting Standard AASB1014. Also, the appropriateness and usefulness of the detail of cost reporting for asset management operations and planning.

It is understood and presumed that Financial Reporting is already independently audited in a robust and comprehensive manner.

#### 3.2.4.3 International Standard on Asset Management, "ISO55001"

Elements of an assessment using the International Standard on Asset Management ISO55001 were incorporated to add value. The ISO55001 is more recent practice currently being implemented world-wide and is the likely direction of future assessments.

Note that the NAMS plus assessment has been updated to incorporate ISO55001 requirements but the NAMAF has not.

The following features were included in the assessment:

- · concepts of 'Line of sight' from organisational goals through to asset service delivery,
- clearer definitions of what is an asset management system and what the elements of a system should include, and
- more robust conceptualisation of risk and criticality.

#### 3.2.4.4 Organisation culture, morale and knowledge base

Organisational culture was not assessed as part of this review and would require a different skill set and assessment standard. In Opus's experience organisation culture plays a big part in the effectiveness of asset management practice and Opus have noted in general terms any pertinent issues that were noticed in passing.

9 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 37 of 63

#### 3.3 Review process

#### 3.3.1.1 Review Process overview

The review process included,

- · interviews with staff involved in the delivery of asset services, and
- review of existing documentation.

#### 3.3.1.2 Interviews

Interviews were conducted with the stakeholders listed in Table 2: Interview subjects.

All interviews were conducted in an informal discussion context led by the interviewer with promise of individual confidentiality. Identifiable statements have therefore been excluded from this report in favour of generic recommendations.

Person	Title
Brendan Smith	Chief Operating Officer
Andrew Buggy	Manager Infrastructure
David Zhao	Infrastructure Projects Engineer
Jarred Paull	Asset Planner Open Spaces
James Druitt	Asset Planner Transport
Scott Howe	Corporate Risk Officer
Jay Nankivell	Finance Manager
Gerald Van Den Heuval	Manager Information Services
Not Available	Waste Management
Not available - Garry Schindler	Asset Inspection Officer

The interview subjects represented a <u>sufficient</u> organisation cross-section, vertical-section and knowledge base to inform this report. The Elected Council and other external stakeholders were not included from this initial discovery review. Customer service officers were also not included in this review.

#### 3.3.1.3 Document review

Documents listed in Table 3 were identified in the assessment. Documents were reviewed only to the extent of establishing their general contents, context and appropriateness.

 Table 3: Review Documents

 Responsible Officer, Document Title, Document Number, Date of Issue

 Chief Operating Officer, Asset Management Strategy – Draft - D17/18449, May 2017

10 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 38 of 63

Council, Asset Management Policy – Draft – D17/18448, May 2017	
Chief Operating Officer, Asset Management Plan Open Spaces – Draft – D17/15219, Markov Management Plan Open Spaces – Draft – D17/15219, Markov Management Plan Open Spaces – Draft – D17/15219, Markov Management Plan Open Spaces – Draft – D17/15219, Markov Marko	iy 2017
Chief Operating Officer, Asset Management Plan Drainage – Draft - D17/15215, May 20	017
Chief Operating Officer, Asset Management Plan Transport - Draft - D17/15214, May 2	017
Chief Operating Officer, Asset Management Plan Buildings – Draft – D17/4008, May 2	017
General Manager, Organisational Structure Division and Functional Overview, Mar 202	17
General Manager, Risk Management Strategy	
Council, Risk Policy D12/11940	
Council, Long Term Financial Plan 2016-2027 – Daft D17/17153, 2017	
Manager ICT, Asset Management Plan – ICT – document was referenced in discussion: sighted	s but not
Council, Broken Hill 2033 Community Strategic Plan D16/53058, 2017	
Council, Broken Hill City Council Delivery Program 2014-2017 Delivery Plan, 2014	
Office of Local Government - Schedule 7 Report	

Notes

- At time of assessment the City was reviewing the Asset Management Plan and the draft documents had been issued for public comment with an expectation of their endorsement by Council and finalisation.
- 2. The City has a comprehensive suite of documents. <u>Sufficient</u> documents were assessed to form an opinion on the quality of documentation.

#### 3.3.1.4 Auditing

Testing of systems, documents and other information to confirm alignment with the reported statements and documents was not undertaken. Information received was taken at face value and no reason was found to question it.

### 3.3.1.5 Data Investigation

An assessment or validation check of data was not undertaken. Statements by officers who work with the data were considered.

#### 3.3.1.6 Field Inspections

No field inspections were undertaken.

11 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 39 of 63

## 3.4 Assessment Team

The assessment team included;

Name & Title	Role	Credentials
Graham Lantzke, Principal Asset Management Engineer, Opus	Assessment and Report	B.Eng. (civil & environmental) MIEA, Fellow IPWEA, Certified Asset Management Assessor 27 years' industry experience
Tom Stacey, Senior Asset Management Consultant, Opus	Review	Dip Civ. Eng., Assoc. Dip Survey Fellow IPWEA 30 years' industry experience

12 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 40 of 63

# 4 Results including Discussion

#### 4.1 NAMAF Assessment

Figure 4: NAMAF Assessment by category shows the assessed performance of the City against the NAMAF requirements for core compliance the raw data scores and individual criteria are shown in Appendix 1.

The NAMAF assessment indicates a substantial amount of documentation and practice which is meeting or partially meeting needs.

Asset Management Plan updates are currently in progress.

Strategic planning, budget, policy and annual reporting systems are mostly meeting needs with some potential for improvements and/or requiring a formal adoption.

**Data and Systems** are mostly satisfactory but are limited by the capacity of the systems to undertake predictive functions and store historical records. More robust and better documented asset planning practice is also suggested. Officers have individual systems for making <u>decisions</u> but these are not necessarily documented or organisational practice.

Minimal evidence has been found that performance is being effectively Evaluated or improved.

Levels of Service have reportedly been comprehensively reviewed including public consultation and are with the Council for adoption.

**Skills and Processes** require improvement in better definition of useful lives, training of Councillors and top management, financial forecasting.

**Governance** is assessed as moderately weak with asset management practices being championed by individuals rather than a cultural embedment or wide support.

#### 4.2 Recommended Improvements

During the review interviews and document assessment various potential improvements were identified. Recommended improvements are summarised in Appendix 2. Recommended Actions.

Recommended improvements have been ranked for both;

a) difficulty of implementation, and

b) value to the organisation

13 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 41 of 63







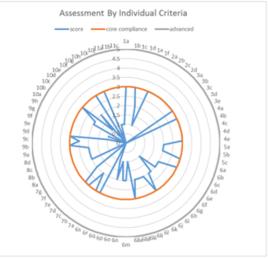


Figure 5: NAMAF Assessment by individual criteria

14 28 July 2017

Opus International Consultants (Australia) Pty Ltd

# OPUS

City of Broken Hill

	Recommendations nmendation	Potential Benefit	Difficulty	Comments
1.	Complete the current review of Strategic and Asset Management Plans.			
2.	Simplify the documentation.			
3.	Focus on business processes and implementation of asset management.			
4.	Confirm responsibility for management of vacant or unused land assets.			
5.	Schedule an annual review or self-audit of asset management practice.			
6.	Develop, resource and implement an overall staged asset management improvement plan including schedule and assigned responsibilities.			
7.	Encourage and support individual officers to implement micro reforms aligned with the Asset Management Planning.			
8.	Establish a cross discipline asset management committee or similar reporting structure which can dynamically connect the strategic decisions and objectives through to operations and vice versa.			
9.	Set objective targets for maintenance and renewal works delivery by operational crews and begin monitoring performance.			
10	. Focus on capacity building and "in house" improvements to asset management practice, supplemented with consultants only where required for discrete tasks.			

15 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

<ol> <li>Consider employing a casual senior mentor in asset management to coach junior staff.</li> </ol>	
<ul> <li>12. Review current works costing processes to empower line managers, establish accountability and improve accuracy including examine: <ul> <li>a. Quality of cost/works reporting</li> <li>b. Overhead rates</li> <li>c. Accessibility of cost reports</li> <li>d. Budget expectations</li> </ul> </li> </ul>	
13. Review the current financial planning and valuations against asset condition and replacement costs and confirm that assumptions made about asset financial need in the long-term sustainability strategy of the Council are valid and aligned with the current asset condition and performance.	
<ol> <li>Define useful lives for all assets and a mechanism to continuously validate useful life assumptions.</li> </ol>	
<ol> <li>Understand the functionality of the current Authority Software and provide training and support to utilise it.</li> </ol>	
16. Review the current Authority software against organisation asset management requirements including the relative costs and benefits of a change of system and alternate options to deliver functionality.	
17. Update the existing database for works done in the last two years and establish a continuous update process	
<ol> <li>Perform an annual health check on the completeness, currency, quality and accuracy of data.</li> </ol>	
19. Assign a custodian(s) of the asset data	

16 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 44 of 63

Asset Management Syste	em Assessment
------------------------	---------------

20. Identify critical staff roles and functions for vulnerability and work load and ensure sufficient time/resources are allocated to implementing change and strategic initiatives.	
21. Establish a training roster and mentoring program for junior staff.	
22. Get people using Authority.	
23. Consider separate stand-alone Asset Management Plans for the Airfield, Desert Experience and Aquatic if these assets are being managed independently from other Council assets.	
<ol> <li>Establish evidence based budget allocations aligned with adopted service targets and cost reporting.</li> </ol>	
25. Embed risk management practice in operational and project management work and update the risk management framework to clearly identify appropriate levels of asset and operational risk and escalation requirements.	
<ol> <li>Develop a corporate strategy and process to retire and dispose of unnecessary assets.</li> </ol>	
27. Use an established framework such as NAMAF, NAMS plus or ISO55001 to benchmark performance and consider opportunities to share and benchmark with other Local Governments.	
<ol> <li>28. Commence monitoring of performance against adopted service levels.</li> </ol>	

17 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 45 of 63

Page 360



City of Broken Hill

### 4.3 Other Findings

### 4.3.1 Organisation Culture

All staff interviewed were highly professional, knowledgeable, motivated and helpful. There was a clear interest in maintaining and improving current practice and some frustration at impediments to doing so. Identified impediments included waiting for other parties to resolve issues, communications issues, lack of training/experience and red tape rules.

### 4.3.2 Committee and Leadership

There is no formal interdepartmental Asset Management Committee or reporting structure. The NAMAF specifically identifies this as a requirement, although the ISO55001 merely requires a strong governance arrangement that identifies and considers all requirements.

Two options for the City might be (a) form an asset management committee with a charter to implement asset management; or (b) assign this responsibility to a single senior executive reporting direct to the Strategic Leadership as a standing item.

### 4.3.3 Productivity Concerns

Several interviewees mentioned concerns about the productivity of maintenance and capital works done. However, objective evidence in the form of target requirements, productivity measures and reporting <u>was</u> not available. Several recommendations are directed towards establishing practical targets and measures which would be a first step to managing productivity.

### 4.3.4 Approach to Asset Management - "in house" or consultant

This was not directly discussed with the interviewees and has been interpreted from feedback and attitudes.

There is a strong interest in developing asset management systems and processes in house. There is strong capability, knowledge and confidence to do this. Developing systems in house is generally preferable to outsourcing in that there are lessons learned, ownership of results, better understanding and greater confidence. The typical limitation to doing this is lack of available resources

Several recommendations relate to continuous improvement of asset management system in house including (a) developing a project/improvement plan, (b) dedicating resources, (c) provision of training, (d) using consultants only for discrete components where necessary and (d) obtaining mentoring and/or advice services.

### 4.3.5 Financial Reporting

Interviewees from Operations, Planning and Finance reported a robust financial reporting system but limited confidence in the data in that system. That is, there is a good system to bring expenses to account for day works but whether the numbers are an accurate and true cost and whether those costs are properly reported with the correct activity, asset and account codes can't be confirmed. Some error margin in this is inevitable.

18 28 July 2017

Opus International Consultants (Australia) Pty Ltd

Several interviewees were concerned that the overhead charge was not an accurate reflection of the true cost of overheads.

Project and operations officers reported difficulty in accessing project and operational costs on a real-time basis. However, the Authority System reportedly has the functionality to do this if correctly configured and officers are trained.

### 4.3.6 Reliability of Financial Planning and Valuations

The Asset Management Plans, Asset Management Strategy and Long Term Financial Plans include comprehensive financial data. However, confidence that these numbers were accurate and true was absent. This could be partly attributable to not knowing the source of those numbers (how they were calculated), lack of confidence in the financial reporting (see above) and consequent calculation of unit rates.

Lack of consistent approach to determining useful lives from valuation to valuation makes comparison between years' problematic. Valuations are being performed by qualified independent valuer, but without robust guidance on useful lives. This begs the question whether the asset planning and long term financial planning are based on consistent and realistic approaches to remaining useful lives.

### 4.3.7 Organisation Sustainability

The organisation has a corporate goal and expectation at the elected member level of being sustainable within the next 10 years. There is a corporate revenue strategy to achieve this.

The strategy is based on fundamental assumptions about asset funding requirements including that (a) the assets are deteriorating in a linear fashion, (b) there is an even profile of condition/age of assets and (c) assets are in reasonable condition/age right now.

If not already done, these assumptions need to be robustly tested by reconciling asset condition and replacement cost profile with the asset valuation, consumption and sustainability ratios on a regular basis.

### 4.3.8 Software

Multiple interviewees raised software requirements.

The City currently uses the Authority software as a single point of truth database for all asset information and all asset groups. The Authority system is also used for financial records, document management (linked to TRIM), rates database and other organisational functions. The current method of use of the software is to extract data in file format, analyse and/or update the data externally and then update the data base with a file import.

The Authority software has not been assessed for functional capability but anecdotally does not include some asset management functionality such as forward works planning, in field data access and updates, maintenance record keeping and other functions.

Anecdotally the software is not well used with induction and training of new staff an issue.

19 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 47 of 63

### 4.3.9 Data Quality and Completeness

Data quality and completeness was not audited. Reportedly the database is complete, but for the last two years of works and assessments. Officers involved in the database construction/transfer are still working at the City.

A suggested framework for the responsible officers to self-assess the data on an annual basis is attached in Appendix 3. Data quality assessment template.

### 4.3.10 Human resources

Several critical roles were identified in the review. Critical roles may represent a potential bottleneck or constraint on achieving objectives or a vulnerability to staff loss.

- The Chief Operating Officer (executive role, corporate responsibilities and responsibility for all asset management),
- The Manager Infrastructure (responsible for service delivery, operations and implementing productivity reform),
- The Senior Project Officer (multiple roles to coordinate design, projects and asset management, implement asset management improvement, train junior staff and manage daily operations),
- The Finance Manager (fundamental link between operations and the finance system),
- The ICT Manager (extensive and valuable corporate knowledge).

Human resource planning is recommended to consider multiple responsibilities, priorities, capability to deliver and support needs.

### 4.3.11 Training needs

Junior officers appear enthusiastic and capable but of limited training and experience. There is limited opportunity for officers to learn and be exposed to good practice within the organisation because of the small size and remoteness. Staff turnover is reportedly low and therefore investment in training is likely to pay dividend.

This is recommended as a favourable opportunity compared to other organisations (no preconceptions to unlearn, enthusiasm, ownership). A strong training program including exposure to formal training, exposure to outside practices and in house mentoring is recommended.

### 4.3.12 Asset Retirement and Disposal

City officers have identified several assets which are superfluous to need and might be retired to reduce costs. However, there is no existing organisational process for the retirement or disposal of assets. Some of these assets may include high profile community assets implying need for a strong corporate decision through to Council level.

20 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 48 of 63

### 4.3.13 Risk and Criticality

The City has a robust risk policy and strategy applied at a corporate level. This includes consideration of asset risk. Critical assets are also reportedly well identified in the risk register and asset management plans.

Further benefits could be obtained by better assignment and communication of risk particularly at a project level. That is a strategy to manage most risks at an operational level in accordance with standard guidelines but clearly identify risks that need to be escalated in the organisation.

### 4.3.14 Leases

Several interviewees identified a need to bring clarity and consistency to leasing arrangements and particularly where facilities are historically leased to local community groups.

For clarity, we would normally expect to see the Asset Management Plan require the clear identification of following roles asset owner, asset manager, occupant/lease holder and maintenance contractor; for each asset. There are significant and unique risks associated with leases and unclear responsibility.

### 4.3.15 Land Assets

Land Assets are technically outside scope of review but no interviewees could identify the officer responsible for land tenure and land assets, as distinct from the improvements built on the land (buildings, roads, etc.).

Unimproved land assets presumably have some obligations and assets attached to them such as fire risk management, access, weed control, fencing and similar.

### 4.3.16 Aquatic Centre, Desert Experience and Airfield

These assets are sufficiently large and significant to potentially have their own specific Asset Management Plan. The Airfield if it is being managed independently.

21 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 49 of 63



City of Broken Hill

# 5 Appendix 1. NAF Assessment

NATIONAL ASSESSMENT FRAMEWORK (NAF)						
Local Government		City of I	Broken Hi	11		
Date of Assessment		Tuesday	y, 13 June	2017		
Assessing Officer		Graham	n Lantzke			
Group Participants		Brendan Smith (Chief Operating Officer), David Zhao (Infrastructure Projects Engineer), James Druitt (Asset Planner Transport), Jarred Paull (Asset Planner - Open Space), Andrew Bruggy (Manager - Infrastructure), Jay Nankivell (Finance Manager), Gerald VanDenHeuval (Manager Information Services)				
	Objective	Score	Target	Adv. target	Comments and suggested improvements	
1	Strategic Long Term Plan					
a	Council has adopted a strategic plan of at least 5 years that incorporates vision, strategic objectives, values and service outcomes.	3	3	5	Council has an adopted Community Services Plan and a Delivery plan which is currently undergoing a scheduled review and update.	
b	Strategic Plan included elected member participation and was informed by community consultation. It addresses social, environmental, economic and civic leadership issues identified by the community.	3	3	5	Strategic plan incorporates both a Community Services Plan which is developed by the Council in consultation with the community and a delivery plan which aligns the planned service delivery with the Community Services Plan.	

22 28 July 2017

Opus International Consultants (Australia) Pty Ltd

c	The Strategic Plan incorporates priorities and performances and indicates how they will be monitored.	3	3	5	These are set out in the Delivery Plan.
đ	Council has a sustainable Long Term Financial Plan (LTFP) covering the period of the strategic plan.	2	3	5	(1) The long term financial plan is based on generic assumptions about asset renewal need and current asset condition which have not been confirmed and anecdotally these assumptions may not be valid; (2) The Council has identified a long-term sustainability deficit and a strategy to resolve that deficit which is reflected in the LTFP.
e	The LTFP has been prepared based on resource requirements and strategic objectives in the Strategic Plan and Asset Management plans.	1	3	5	The long term financial plan is based on generic assumptions about asset renewal need and current asset condition which have not been confirmed.
f	The Strategic Plan and LTFP incorporate review processes in accordance with relevant state requirements.	3	3	5	Currently planning is under review in accordance with state requirements.
	Strategic Long Term Plan - overall	2.5	3	5	Well Progressed
2	Budget				
a	The Annual budget includes estimates of revenue and expenditure with sufficient explanation of methodologies; an explanation of financial performance and position and has been prepared based on the Strategic Plan, LTFP and Asset Management Plans.	3	3	5	Strategic plan should read "Development Plan" in this context.
b	The Annual Budget reflects the Council's strategic objectives and contains a statement of how the Council will meet the objectives of the Strategic Plan.	3	3	5	(1) The Council has a robust process of budget development that starts from the Development Plan and incorporates emerging and alternate priorities which are then fed back to the Delivery Plan; (2) budget and project estimates are based in part on historical expenditure;

23 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 51 of 63

Page 366

c	The Annual Budget aligns with year 1 of the LTFP and was adopted following community consultation.	3	3	5	
d	Councils Annual Budget includes resources to implement the Strategic Plan strategies.	3	3	5	Resource requirements are considered annually in the budget process
	Budget - overall	3	3	5	Core Compliance
3	Annual Report				
a	The Annual Report complies with statutory requirements including publication by due date and is available to the public.	3	3	5	
b	The Annual Report includes independently audited financial statements in accordance with the relevant Accounting Standards.	3	3	5	
c	The Annual Report reviews the performance of the organisation against its strategic objectives and explains variations to the budget and how these impacts on the Strategic Plan.	3	3	5	
d	The Annual Report includes details of any major changes in function of the Council, organisation, structure and policy and how these changes might impact on the Strategic Plan.	0	3	5	No evidence found but may be because of no changes
e	In relation to financial reporting the annual report addresses in accordance with the relevant policies and Accounting Standards (i) Asset Valuations and revaluations; (ii) Asset Acquisitions and Capitalisation; and (iii) Asset Disposals.	3	3	5	Council has a robust Accounting policy including capitalisation which is well understood by all, Asset valuations are performed in accordance with fair value principles by external valuers to the required schedule reconciling current condition, asset acquisition and disposal processes are sound. Consideration should be given to defining and

24 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 52 of 63

Page 367

					reconciling the setting of unit rates and useful lives to provide longitudinal consistency in valuations.
	Annual Report - overall	2.4	3	5	Partially meets requirements
4	Asset Management Policy				
a	Council has adopted an Asset Management Policy which defines the Councils vision and service delivery objectives for assets.	3	3	5	
b	AM Policy has direct linkages to the Council Strategic Plan and LTFP.	3	3	5	
c	AM Policy requires the adoption of Asset Management Plans informed by community consultation and local government reporting frameworks.	3	3	5	
d	AM Policy defines Asset Management roles, responsibilities and reporting framework.	3	3	5	
e	AM Policy identifies the process for meeting training needs in financial and Asset Management practices for Councillors and Staff.	3	3	5	This is identified in the Human Resources plan.
	Policy - overall	3	3	5	Core Compliance
5	Asset Management Strategy				
a	Council has an Asset Management Strategy which shows how the asset portfolio can meet the service delivery. need and defines the vision of Asset Management practices within the organisation.	2	3	5	Draft not yet adopted.

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 53 of 63

DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION

	risser management system rissessment								
b	Councils Asset Management Strategy is linked to the Asset Management Policy and integrated into the Strategic planning and annual budget process.	2	3	5					
c	Council's Asset Management Strategy documents the current status of Asset Management practices (processes, data, systems) and what actions are to be taken to implement the Asset Management Policy including resource requirements, timeframes and accountabilities.	2	3	5					
	Strategy - overall	2	3	5	Partially meets requirements				
6	Asset Management Plans								
a	AMPs are adopted by Council for all material asset groups in consistent format in accordance with industry best practice and are available to all relevant staff.	3	3	5	A review of AMP's is in progress and at various stages for different Asset Classes, Asset planning does not appear to include forward works programming.				
b	AMPs define the asset groups covered by each plan in accordance with a clearly documented asset hierarchy.	3	3	5	Check for asset hierarchy definition. Responsibility for land assets not clearly identified but all other asset groups identified.				
c	The AMP's refer to Council's Asset Management Policy and Strategy.	3	3	5					
d	The AMP's include all assets and document asset inventory as recorded in the asset register.	2	3	5					
e	The AMP's document the asset hierarchy within each asset group.	2	3	5	Confirm in documents.				
f	The AMP's document the current condition of assets.	2	3	5					
g	The AMP's document the adopted useful lives of assets.	1	3	5					

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 54 of 63

DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION

h	The AMP's include risk assessment and criticality profiles.	2	3	5	
i	The AMP's provide information about assets including particular actions and costs to provide a defined (current and target) level of service in the most cost effective manner.	2	3	5	Need to have service levels adopted by the Council.
j	The AMP's include demand forecasts including possible effects of demographic change and demand management plans.	3	3	5	Not a significant factor for the Town.
k	The AMP's address life cycle costs of assets.	2	3	5	Need to confirm sustainability of asset provision with current and proposed funding.
1	The AMP's include forward programs identifying cash flow forecasts projected for -	2	3	5	
l(i)	(i) asset renewal	2	3	5	Work needed.
l(ii)	(ii) New assets and upgrade of existing assets	2	3	5	Work needed.
L (iii)	(iii) Maintenance expenditure	3	3	5	Historical based only and some doubt as to the trueness of costs (eg. overheads), Parks AMP well progressed in this space.
L (iv)	(iv) Operational expenditure (including depreciation expense)	1	3	5	Historical based only and some doubt as to the trueness of costs (eg. overheads), Parks AMP well progressed in this space.
m	The AMP's address asset performance and utilisation measures and associated targets as linked to levels of service.	2	3	5	Need to have service levels adopted by the Council
	1				I

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 55 of 63

n	The AMP's include an Asset Management Improvement Plan.	2	3	5	
0	Include an asset rationalisation and disposal plan.	1	3	5	Thought has gone into this and some assets identified for disposal but the Council is yet to adopt or implement a strategy noting some assets may have a high community profile.
р	Include consideration of non-asset service delivery solutions (e.g. leasing).	2	3	5	Evidence found this is being considered as part of decision making, document in the draft plans
q	Recognise changes in service potential of assets through projection of asset replacement costs, depreciated replacement cost and depreciation expense.	1	3	5	This is being considered by officers but is not documented
r	Include consideration of possible effects of climate change on asset useful lives and maintenance costs.	o	3	5	
s	AMP's link to Councils AM Policy, AM Strategy, LTFP, Strategic Plan and other relevant Council Policy objectives.	3	3	5	No detailed planning or investment plans have been developed and this is a fundamental and priority requirement for linking strategy, LTFP and AMPs.
	Asset Management Plans - overall	2.0	3	5	Partially meets requirements
7	Governance and Management				
a	Council has mechanisms in place to provide oversight by Council and Top Management for development and implementation of the Asset Management Strategy and Asset Management Plans.	3	3	5	The mechanisms are in place but reportedly the importance of matters raised is not necessarily recognised.
b	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing assets to meet service delivery needs.	2	3	5	Roles and responsibilities appear to be well understood but no documentation substantiating this has been found.

28 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 56 of 63

c	The staff structure and position descriptions clearly define Asset Management functions, responsibilities and skill requirements for managing all asset classes.	3	3	5	Position descriptions and staff functions have recently been reviewed and documented. All interviewed staff have a very clear understanding of roles and responsibilities and are actively working towards these.
đ	Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Plan, LTFP and service plan and explicitly details the impacts on the future operations and maintenance budgets, "whole of life" costs and risks.	3	3	5	Individual officers are very aware of the issues and priorities that need to be addressed and are working towards these. However, these are not well documented and are driven from the bottom up rather than the corporate objectives down. There is also pressure from the need to react to issues arising.
e	Council involves all departments in Asset Management	2	3	5	There is no formal mechanism of inclusion in place. However, interviews suggested a strong awareness of AM practice and cooperative role in delivery in Operations, Finance, ICT and Corporate roles as well as the asset management team. Customer service officers were not interviewed.
f	Council has an Asset Management Steering Committee with cross functional representation, terms of reference and focussed on coordinating the linkages between service delivery and asset management implementation.	o	3	5	No formal arrangements in place
g	There are internal processes to promote Asset Management within the organisation and Council.	0	3	5	No formal arrangements in place but awareness and support was high.
	Governance and Management - overall	1.9	3	5	Partially meets requirements
8	Levels of Service				
a	Council has service plans for each of its services which have been developed in consultation with the community.	2	3	5	Awaiting Council endorsement. Considerable research has gone into these.
	1		1		

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 57 of 63

Page 372

b	Council has undertaken the process by defining, quantifying and documenting current community levels of service and technical levels of service and costs for providing the current levels of service.	2	3	5	Awaiting Council endorsement. When endorsed will require work to incorporate decisions into the AMPs and other planning.
c	Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans.	2	3	5	Awaiting Council endorsement.
d	Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes.	2	3	5	Awaiting Council endorsement.
	Levels of Service - overall	2.0	3	5	Partially meets requirements
9	Data and Systems				
a	Council has a consolidated, integrated, accurate, up to date and complete componentised asset register with the required functionality to ensure security, data integrity and includes information about each asset sorted by asset group.	2	3	5	Council has consolidated all data within the Authority software. The data is thought to be about 2 years out of date and the database is not currently being effectively utilised and updated. The database is used as a repository of data only.
b	There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy.	3	3	5	
c	Council has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in Council's condition rating assessment manual for applicable asset classes.	2.5	3	5	Council is utilising IPWEA guidelines. This is not documented.

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 58 of 63

DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION Page 373

10	Skills and Processes				
	Data and Systems - overall	1.6	3	5	Partially meets requirements
h	Council has a defined process for operations, maintenance, renewal and upgrade planning for the existing assets.	0	3	5	
g	Council has defined and documented procedures for determining asset replacement and treatment unit rates, which are stored in the Asset Management System.	1	3	5	
f	Asset Management systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts.	0	3	5	Allegedly Authority software has this capacity but has not been set up and may lack sophistication review of planning need and software options cou- be considered. Recommend using the "keep it simple" approach and looking at best option to develop the required outcome which might includ low tech internal tools (spreadsheet analysis), use consultants or procurement of software.
e	Councils systems, procedures and processes allow it to benchmark its Asset Management performance against like Councils over time.	1	3	5	Limited benchmarking via report to Office of Loca Government. Consider involvement in IPWEA benchmarking activities and/or NAF reporting and/or regional sharing of information
	Councils asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records acquisition and disposal of assets.	3	3	5	Council processes are comprehensive of asset acquisition and disposal and regular financial valuation. The Accounting Policy is robust. Valuations are performed externally by licensed valuers including development of unit rates, useful lives and depreciation methodology. Anecdotally reported that different valuers use different methor and assumptions which limits traceability and longitudinal analysis options.

31 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 59 of 63

	0 0				
a	Council has a process to review and update the Asset Management Strategy on a maximum 5 year cycle. The AM Strategy is formally adopted by the Council.	2	3	5	Adopted schedule and in progress, process, target dates, resource plan not available. Recommend developing a project plan for this.
b	Council has a process to review and update the Asset Management plans for each asset group on a maximum 3-4 year cycle consistent with the election cycle. AM Plans are adopted by the Council.	2	3	5	Adopted schedule and in progress, process, target dates, resource plan not available. Recommend developing a project plan for this.
c	Council has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.	3	3	5	Council has a robust policy, strategy and register operating at the corporate level which includes some identification of asset risk and criticality. Risk management plans at operational level have been developed but are not necessarily being robustly utilised. Need to embed risk practice at a project level with a clear chain of responsibility and reporting to escalate knowledge of risk.
	Council has a process to annually review and update the financial forecasts for all asset classes and update the LTFP.	1	3	5	The process is available but information to support this through the AMP's needs further work.
e	Council has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting, valuations and develop Asset Management Plans. Council has a current AM skills matrix. Staff training needs have been identified and training scheduled.	2	3	5	There is a strong awareness of this, and support for it, but a single clear schedule of needs has not been found.
f	Council has a defined methodology for assessing the remaining and useful life, residual value and depreciation method of assets.	o	3	5	No evidence of this.
g	Council has a process to collect and record asset data into Asset Management system upon the commissioning of new and/or modified assets including built and contributed assets.	3	3	5	
	1	1	1		

32 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 60 of 63

h	Council has a formal process for the handover of assets to asset custodians/owners.	3	3	5	The need for more robust leasing arrangements was identified by several participants including where Local Community groups are managing or leasing Council facilities and where Council is utilising Crown land.
i	Council has a process to communicate the financial implications of the Asset Management Plans to internal and external stakeholders.	3	3	5	Council uses a combination of means including the annual budget and LTFP, community consultation on service levels and specific consultation around sustainability and rate setting.
j	Council provides ongoing training programs for Councillors, Top Management and officers on key Asset Management topics.	0	3	5	No evidence found.
	Skills & Processes - overall	1.9	3	5	Partially meets requirements
11	Evaluation - overall				
a	Council has a documented evaluation process by which AM improvements are identified, time frames established, resources allocated, actioned, monitored and reported to Top management.	1	3	5	Some thought has gone into this but it has not been formulated into an assessment or reporting framework.
b	Technical Service Levels are monitored and performance reported,	1	3	5	Service levels yet to be set,
c	Community levels of service are monitored and performance reported,	1	3	5	Service levels yet to be set,
	Evaluation - overall	1	3	5	Not substantially progressed

33 28 July 2017

Opus International Consultants (Australia) Pty Ltd

DRAFT ASSET MANAGEMENT STRATEGY 2019-2023

Page 61 of 63

Page 376



City of Broken Hill

# 6 Appendix 2. Data quality assessment template

To be reviewed by responsible Shire officers on annual basis.

Data Status Board											
				Det a Types							
AssetClass	Database	Custofian	wetlote	La dien	<b>Ewelley</b>	noses. Noteliates	Canalities	Valuation	u a ge	Wards and Gents	No Calif.
Roads, Sealed	Authority	TBA	- 4	- 4	4	3	3	3	1	3	3
Roadis, Unseralled	Authority	TBA	- 4	4	- 4	3	3	3	3	3	3
Car Parks	Authority	TBA	4	- 4	4	3	- 3	3	3	- 3	3
Signs	Authority	TBA	- 4	- 4	- 4	3	3	3	3	3	3
Lighting	Authority	TBA	- 4	- 4	- 4	3	3	3	3	3	3
Paths	Authority	TBA	4	4	4	3	3	3	3	3	3
NatureStrips	Authority	TBA	- 4	4	4	3	3	3	3	3	3
Cerb and Channel	Authority	TBA	- 4	- 4	- 4	3	3	3	3	3	3
Drainage	Authority	TBA	- 4	4	4	3	3	3	3	3	3
Creeks and waterways	Authority	TBA	- 4	4	4	3	3	3	3	3	3
Parks	Authority	TBA	- 4	- 4	4	3	3	3	3	3	3
Sporting Grounds	Authority	TBA	- 4	- 4	4	3	3	3	3	3	3
Reserves and unused land	Authority	TBA	- 4	4	4	3	3	3	3	3	3
Aquatic Centre	Authority	TBA	- 4	- 4	4	3	3	3	3	3	3
buildings	Authority	TBA	4	4	4	3	3	3	3	3	3
Waste Services	Authority	A51	- 4	- 4	- 4	3	3	3	3	3	3
Mart	Authority	TBA	s	s	S	s	5	5	5	S	S
Light Vehicles	Authority	TBA	S	S	5	S	5	S	5	5	S
Equipment, Furniture, etc	Authority	TBA	- 4	- 4	- 4	3	3	3	3	3	3
information and Communications Technology	Authority	TBA	- 4	- 4	4	3	3	3	3	3	3
Bridge s	No asserts	NA	D	0	0	0	0	0	0	0	Ð
Structures - Other (retaining walls, etc.)	Authority	TBA	- 4	4	4	3	3	3	3	3	3
Marine Assets	No assets	NA	D	0	0	0	0	0	0	0	0
Powersupply	No assets	NA	D	0	0	0	0	0	0	0	0
Se werage	No asse ts	NA	D	0	0	0	0	0	0	0	Û
Water Supply	No assets	NA	D	0	0	0	0	0	0	0	0
Art and sculptures	Authority	TBA	- 4	- 4	- 4	3	3	3	3	3	3
Lookap table											
	Data Adequacy		Sabre		Questions	toask					
	Notapplicable		0		isthe data	complete?					
	No dat a/Unikrown		4		isthe data	sufficient fo	rneeds?				
	Substantially incomplete and	insufficient	2		isthe data	ດ໌ ແລະຊຸມທາ	quality and	асцигасу?			
	incomplete, rudimentary, ou	t of date, unreliable	3		isthe data	cument (you	ng) en oughi	?			
	Complete, poor to average re	liability or dated	4		isthe data	consistenta	ndcompani	ble?			
	Substantially complete, aver	age or better quality, current.	s								

34 28 July 2017

Opus International Consultants (Australia) Pty Ltd



www.brokenhill.nsw.gov.au

### DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION

BENCHMARK FOR BUILDING ASSETS RATIONALISATION

# BROKEN HILL

AUSTRALIA'S FIRST HERITAGE LISTED CITY



QUALITY CONTROL				
KEY DIRECTION	1. Our Comm	unity		
OBJECTIVE	1.4 Our built e	nvironment su	pport	s our quality of life
STRATEGY	1.4.2 Maintain the serviceability of Council's assets at an appropriate condition level			
FILE REFERENCE No	13/163 EDRMS No			
RESPONSIBLE OFFICER Strategic Asset Man		t Manager		
REVIEW DATE 2023				
DATE	ACTION		MIN	UTE No
NOTES				
ASSOCIATED DOCUMENTS				

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 2 of 15

# CONTENTS

1.	INTRODUCTION	4
2.	CONTEXT	4
3.	PERFORMANCE MEASURE	4
4.	PERFORMANCE MEASURE FRAMEWORK	5
4.1	Physical Condition Performance	5
4.2	Functional Performance	5
4.3	Utilisation Performance	6
4.4	Financial Value Measure	6
5.	OVERALL PERFORMANCE INDEX	7
6.	SUMMARY OF NOMINATED BENCHMARKS FOR THE BUILDINGS	8
APF	PENDIX 1 – ASSET ASSESSMENT FRAMEWORK	10

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 3 of 15

# 1. INTRODUCTION

Most of the Broken Hill City Council assets were built decades ago to meet the community needs when the city was booming with mining activities and the population was over 30,000. Most of these assets have reached the end of useful life and Council is faced with an increasing need for funding, both maintenance and renewal of assets. Analysing the performance of the assets against an agreed set of benchmark parameters will assist Council to rationalise and:

- prioritise the maintenance and renewal programs for assets performing above the benchmarks;
- explore opportunities for alternative service models where assets are performing below the agreed benchmarks;
- dispose under-utilised assets which cannot meet the long-term strategic benefit

# 2. CONTEXT

This document establishes the performance benchmark for asset rationalisation and is aligned with Asset Management Policy '6.1.5 Rationalise under-utilised assets that have no long-term strategic benefit and dispose of assets consistent with Sale of Council Owned Property Policy and other relevant policies'.

The benchmark for performance measures is applicable to all building asset class, including those within sports facilities and parks and open spaces.

# 3. PERFORMANCE MEASURE

Unlike private sector assets where the key driver is financial gain or loss, for public sector assets 'service' to the community is the key driver. A performance-based approach to asset management in the public sector will strengthen both external accountability and internal efficiency and effectiveness. The performance of the assets needs to be measured in the context of, community objectives and multiple stakeholders who use and are affected by the assets.

The benchmark for performance measures for Council assets are set by taking into account the interests of various stakeholder groups including the broader community who use and access the facilities; the facility managers who manage and provide programs at the facilities; Asset Management Branch, who are concerned with the physical and financial running of the facilities; and Council management, which is accountable to the community and other levels of government in meeting the service delivery commitment of the organization.

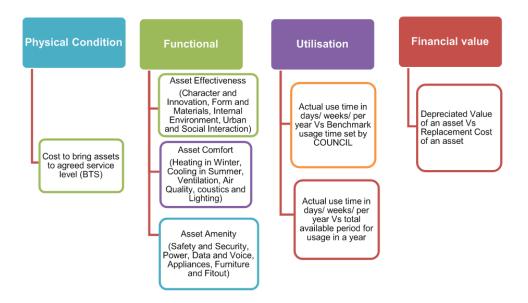
The service delivery as stated in the 2033 Community Strategic Plan can be provided through the assets only if the condition of the assets are at an acceptable level for use; the assets meet the functional need and are utilised to the maximum reflecting that the competing demands of the community are met; and the sustainability of the asset in the long term is financially viable.

Financial performance, utilisation, function and the condition of the assets are the four performance measures considered for Council assets, taking into consideration the interests of various stakeholder groups and the service delivery commitments by Council. When an asset's performance measures are up to or above the benchmark set in the metrics, Council can justify the cost it incurs in providing grants, funding and managing the assets to the benefits transferred to the broader Broken Hill community with transparency and accountability.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 4 of 15

# 4. PERFORMANCE MEASURE FRAMEWORK



### 4.1 Physical Condition Performance

Condition performance metrics include measures of the physical condition of the asset against the nominated condition standard set for that particular asset by Council. The nominated standard is set by Council for each facility considering the age and type of the building and services provided through the building. Refer to Appendix 1 Asset Assessment Framework for the methodology to access Physical Condition Performance.

Benchmark: The minimum threshold set by Council for all its assets to deliver its service delivery goals is 'satisfactory' meaning the cost of repair works to meet the nominated standard and all safety, statutory and environmental compliances should be within 5-20% of the Building Replacement Cost.

### 4.2 Functional Performance

Functional performance is a measure of the effectiveness of the facility to the Council from a user perspective. The metrics include:

- Asset Effectiveness suitability of the space for its intended function;
- Asset Amenity safety and security, compliances, heritage, power, data, appliances, furniture and fit out; and
- Asset Comfort (Environmental Performance) heating, cooling, access, lighting, security etc.

Suitability of the space for its intended function and environmental performance is rated by the facility users in consultation with the Asset Team using an index of 1 to 5 (low to high). Council can conduct a tenant's satisfaction survey annually to rate the suitability of the space and environmental performance for leased building. Compliance to safety and other statutory codes is rated through the compliances audits performed at intervals of a minimum 4-year period. Refer to Appendix 1 Asset Assessment Framework for the methodology to assess Functional Performance.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 5 of 15

**Benchmark:** Functionality measure is a combination of how well the spaces are utilised and the indoor/outdoor environment of the spaces to meet the function. The indoor environment (heating, cooling and ventilation) and outdoor environment (lighting levels and security) are dependent on how well the facility is maintained and meets the safety and statutory compliances. Taking into consideration the historical limited funding that was available for facility repairs and maintenance, the current facility measure, in most of the facilities, is rated very poor, hence Council has set the current minimum threshold at 'Average' (rating 3). However, the benchmark will be raised in subsequent years subject to the repairs and maintenance funding availability.

### 4.3 Utilisation Performance

Utilisation measures how well the facility is used in terms of time. The metrics in utilisation measures are:

- percentage days or in weeks a facility or space within facility is used out of the benchmark period of days or weeks set by Council; or
- percentage days or in weeks a facility or space within facility is used out of the total available hours or weeks in a year.

The benchmark is set by Council depending on the type of services provided through the facility. When a facility or a particular functional space within the facility falls below the threshold, then the reasons for the low utilisation needs to be analysed. Analysing the utilisation rate and functionality together will identify whether the low utilisation rate is due to unsuitable functional space, user group/organisations exploitation of the system or other community demands that are not being met. The gap between the actual usages against the available period indicates the opportunities to accommodate additional functions or extend the actual working hours, which will be taken into consideration in discussions with the facility managers as part of the rationalisation process.

Benchmark: Taking into consideration the location of the facility, community demand for services in that region and the Council programs supported by the facility, a minimum utilisation threshold against the benchmark period of use is set by Council for each facility. Refer to Section 6 - Summary of Nominated Benchmarks for the Buildings. As this was the first survey of its kind and in some facilities the actual period of use is not tracked rigorously or records kept, the facility managers have given their subjective evaluation during the 2019 survey, which has been converted to quantitative data by Council. The intention is to collect this data every two years or as part of asset audits each year which is expected to improve the quality of the data over a period of time and also review the minimum threshold set by Council.

### 4.4 Financial Value Measure

Assets Depreciated Value is a monetary reflection of the asset's condition. Asset Replacement Cost is the cost of replacing the building by the most appropriate up-to-date replacement, based on the assumption that the loss of the existing asset is replaced by a new improved asset of the same size, standard and based on the current building industry rate. The gap between an asset's Depreciated Value and the Asset's Replacement Cost assists in the decision-making process of future investment planning in the asset's operating and maintenance expenses, refurbishment, redevelopment or disposal.

Benchmark: The minimum threshold set by Council is that the Asset Depreciated Value should be less than 80% of the Asset Replacement Cost. If the gap is more than 80%, then the maintenance, refurbishment, redevelopment or disposal needs to be addressed as a matter of priority.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 6 of 15

# 5. OVERALL PERFORMANCE INDEX

The benchmark set by Council for Overall Performance Index of each facility taking into consideration the four measurement criteria namely; Physical Condition, Functionality, Utilisation and Financial Value is 60%. Analysis of this information will be used to determine the relative priority of the usage, maintenance, refurbishment and replacement of the asset.

### Example:

Criteria	Measure	Description	
Financial Value	94%	Current Building Net Book Value is 94% of the Building Replacement Cost	
Functionality	66%	Below benchmark of 70%	Financial Value 94%
Physical Condition (fair)	97%	The building is in 'good' condition. Repair and capital upgrade costs to bring the current asset to the nominated standard and meet all safety, statutory and environmental compliances is 3% of Capital Replacement Cost.	Utilization 70% Physical Condition 97% (fair)
Utilisation	70%	Meets 70% of the benchmark period of use. Above minimum the threshold of 60% set by COUNCIL	
Overall Measure	65%	Above Benchmark of 60%	

An overall performance less than the benchmark of 60% will trigger the asset rationalisation process to increase the performance measure through additional funding and/or co-location of services or disposal of the asset.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 7 of 15

# 6. SUMMARY OF NOMINATED BENCHMARKS FOR THE BUILDINGS

ltem	Asset Type	Facility	Physical Condition Benchmark (BTS)	Functional Rating Benchmark	Utilisation Performance Benchmark	Financial Value Benchmark
1	Building	Airport terminal buildings only	2 – Good	2 – Good	7 days a week	80%
2	Building	Administrative Centre	2 – Good	2 – Good	5 days a week	80%
3	Building	Aged Person Rest Centre	3 – Satisfactory	3 – Average	7 days a week	80%
4	Building	Alma Institute	3 – Satisfactory	3 – Average	7 days a week	80%
5	Building	Aquatic Centre	2 – Good	2 – Good	7 days a week	80%
6	Building	BIU Band Hall	3 – Satisfactory	3 – Average	6 days a week	80%
7	Building	Broken Hill Regional Art Gallery	2 – Good	2 – Good	6 days a week	80%
8	Building	Charles Rasp Library	2 – Good	2 – Good	6 days a week	80%
9	Building	Civic Centre	2 – Good	2 – Good	7 days a week	80%
10	Building	Council Chamber (separate building)	3 – Satisfactory	3 – Average	5 days a week	80%
11	Building	Geo Centre	3 – Satisfactory	3 – Average	6 days a week	80%
12	Building	HACC Centre	2 – Good	2 – Good	6 days a week	80%
14	Building	Newmarket Raceway	3 – Satisfactory	3 – Average	5 days a week	80%
15	Building	North Mine Hall (Queen Elizabeth Park)	3 – Satisfactory	3 – Average	5 days a week	80%
16	Building	South Community Centre	3 – Satisfactory	3 – Average	5 days a week	80%
17	Building	State Emergency Service (SES) Building	3 – Satisfactory	3 – Average	7 days a week	80%

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 8 of 15

				-		
18	Building	South Sports and Recreation Centre	3 – Satisfactory	3 – Average	5 days a week	80%
19	Building	Town Hall Façade	2 – Good	2 – Good	7 days a week	80%
20	Building	Visitor Information Centre	2 – Good	2 – Good	7 days a week	80%
21	Building	Warnock Street Works Depot	2 – Good	2 – Good	5 days a week	80%
22	Building	Youth Services Building	3 – Satisfactory	3 – Average	6 days a week	80%
23	Building	Mosque	3 – Satisfactory	3 – Average	3 days a week	80%
24	Building	Bridge Club in Sturt Park	3 – Satisfactory	3 – Average	7 days a week	80%
25	Building	Swimming Club in Sturt Park	3 – Satisfactory	3 – Average	7 days a week	80%
26	Building	Memorial Oval - Dog Shed, Atkins Pavilion, Silver City Show Secretary Office, etc (`excluding Grandstand)	3 – Satisfactory	3 – Average	7 days a week	80%
27	Building	Living Desert Campsite Buildings	3 – Satisfactory	3 – Average	7 days a week	80%

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 9 of 15

# APPENDIX 1 – ASSET ASSESSMENT FRAMEWORK

# 1. INTRODUCTION

The Asset Assessment Framework consists of Physical Condition Assessment, Asset Renewal Deferral Risk Assessment, Functionality Assessment and Utilisation Assessment description and rating methodology for a consistent approach to measure the performance of building under Performance Measure Framework.

# 2. PHYSICAL CONDITION ASSESSMENT AND ASSET RENEWAL DEFERRAL RISK ASSESSMENT

The purpose of Physical Condition Assessment and Asset Renewal Deferral Risk Assessment Rating is to provide a transparent and auditable basis for making service, risk and price trade-off decisions for asset rationalisation under Section 4.1 Physical Condition Performance. The Assessment Ratings will used to determine the cost to bring the assets to the nominated standards and considers fundamental risks to the Council, should the recommended renewal works be deferred for any reason.

### 2.1 Physical Condition Assessment

The Physical Condition Assessment methodology is based on the Code of Accounting Practice and Financial Reporting and IPWEA guidelines.

The most recent update of the Draft Code of Accounting Practice and Financial Reporting (update #21) has added the descriptor from IPWEA condition matric for the condition assessment rating as per the table below:

Condition Rating	Condition	IP&R Description	IPWEA Description
1	Excellent/Very Good	No work required (normal maintenance)	New or as new condition. Only planned cyclic inspection and maintenance as required
2	Good	Only minor maintenance work required	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance
3	Satisfactory	Maintenance work required	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance
4	Poor	Renewal required	Poor condition with asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable
5	Very Poor	Urgent renewal/ upgrading required	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required

To allow for consistent condition assessment aligned with estimated useful life and residual life of assets, Council proposes the table below for Condition Assessment Rating.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 10 of 15

Condition Rating	Condition	Description	Guide	Residual Life (% of total life)
1	Excellent	New or as new condition. Only planned cyclic inspection and maintenance required	Normal maintenance required (no defects)	>86%
2	Good	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance	Normal maintenance plus minor repairs (up to 5% of the asset affects by defects)	65%-85%
3	Satisfactory	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance	Maintenance/repairs required (up to 20% of the asset affected by defects)	41%-64%
4	Poor	Poor condition with asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep asset serviceable	Significant renewals required (up to 40% of the asset affected by defects)	10%-40%
5	Very Poor	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required	Asset requires renewal (over 50% of the asset affected by defects)	<10%

Each asset type or asset category (group of assets) as applicable will be rated as per the table above.

### 2.2 Asset Renewal Deferral Risk Assessment

The condition assessment will identify the works needed to be undertaken which will inform the associated costs for the works. However, it is possible that these works can be deferred. The impacts of deferring the works can involve increased maintenance expenditure during the deferral period, increased user safety risk, and impacts on the Council's operations. An understanding of these risks will allow the determination of potential renewal deferral periods. The best time to assess these risks is during the on-site asset condition assessment.

There is a single risk rating scale that allows the Assessor to determine an appropriate risk score based upon the following areas of risk:

**Impact on Cost:** Cost in this context includes any increase in the original cost estimate to complete the renewal works (capital project) and any maintenance costs that are likely to be incurred during the period of deferral.

**Impact on User Safety:** Users in this context includes any stakeholder who interfaces with the asset. This includes maintenance staff, general public, contractors, visitors, etc.

**Impact on Operations/Reputation:** Operations and reputation, in this context, includes any issues resulting from the deferral of renewal activities that directly affects the ability for the Council to operate normally or create negative impressions on the Council.

The risk rating criteria that determines the most appropriate deferral period is presented in Table 1.

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 11 of 15

Impact	Rating	Description based on 'Effectiveness'	Potential Deferral Period
Insignificant	DR5	The deferred works do not expose the asset, surrounding assets, occupants or users to any serious risks, or will have minimal detrimental impact on the cost of remediation, or will not affect Council operations/reputation.	Within 5 years
Minor	DR4	The deferred works could possibly have a limited detrimental impact on the asset and/or surrounding assets, with limited potential exposure to health and safety risks, or potential for incurring unnecessary costs, or the potential to have some impact on Council operations/reputation.	Within 3 years
Moderate	DR3	The deferred works will have a substantial detrimental impact on the asset and/or surrounding assets, with potential exposure to health and safety risks, or failure of some parts of the asset resulting in high costs or create the potential for impacting Council business.	Within 1 year
Major	DR2	The consequential event could result in the failure of the asset with potential health, safety, and harm risk, or failure of some critical parts of the asset resulting in high costs or create the potential for impacting core Council business.	Within 6 months
Critical	DR1	The postponement of works could result in the loss of life, or catastrophic asset failure and incurring significant cost, or significant impact on the core Council business is <10%	immediate

### Table 1: Deferral Risk (DR)

# 3. FUNCTIONALITY PERFORMANCE ASSESSMENT

The purpose of, Functionality Assessment Rating is to provide a transparent and auditable basis for undertaking effectiveness of service, provision/amenity and environmental performance assessments and price trade-off decisions for asset rationalisation under Section 4.2 Functionality Performance. This data will assist in the identification of future improvement opportunities that will enhance user experience. These opportunities can be considered in the mix of other potential capital projects for prioritisation, approval and implementation.

For strategic planning purposes, it is the overall facility functionality rating that is important. This metric provides an indication of the assessed 'fitness for purpose' of a building or space type across the Council. Accordingly, the functionality rating shall be assessed for all relevant spaces on a floor or zone basis to derive an overall building functionality score. It will be critical to record the basis of the functionality score with the ratings against the agreed benchmark for each facility, to optimise the asset portfolio against the organisational objectives.

### **Rating System**

The rating system for each of the functionality areas follow:

- Functionality Rating Asset Comfort (FRC) Refer Table 2 and Table 3.
- Functionality Rating Asset Amenity (FRA) Refer Table 4 and Table 5.
- Functionality Rating Asset Effectiveness (FRE) Refer Table 6 and Table 7

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 12 of 15

### 3.1 Functionality Rating - Asset Comfort (FRC)

### Table 2: Functionality (FRC- Asset Comfort - Characteristics)

Торіс	Characteristics
Heating in Winter	Is the temperature in winter comfortable? Is the temperature in winter stable? Can room comfort be individually adjusted?
Cooling in Summer	Is the temperature in summer comfortable? Is the temperature in summer stable? Can room comfort be individually adjusted?
Ventilation	Is the air flow in the room adequate? Can the rooms be naturally ventilated?
Air Quality	Does the air in the room feel fresh? Is the air in the room odorless?
Acoustics	Is the room adversely impacted by internal noise? Is the room adversely impacted by external noise?
Lighting	Is the lighting in the room adequate for purpose?

Referenced from TEFMA Facilities Audit Guideline

### Table 3: Functionality (FRC - Asset Comfort - Ratings)

Rating	Descriptor	Description
FRC1	Excellent	Temperature is always comfortable, air quality is excellent, acoustics is excellent, and lighting is excellent.
FRC2	Good	Temperature is mostly comfortable, air quality is good, acoustics is good, and lighting is good.
FRC3	Average	Temperature is generally acceptable, air quality is average, acoustics is average, and lighting is adequate.
FRC4	Poor	Temperature is variable, air quality is poor, acoustics is poor, and lighting is poor.
FRC5	Failed	The spaces are not comfortable and are avoided by users.

### 3.2 Functionality Rating - Asset Amenity (FRA)

### Table 4: Functionality (FRA - Asset Amenity - Characteristics)

Торіс	Characteristics
Safety and Security	Assesses the appropriateness of access control to the space.
Power	Measures the adequacy of the power supply.
Data and Voice	Assesses the adequacy of data connection.
Appliances	Examines the adequacy of specialist equipment (i.e. fume cabinets in laboratories).
Furniture and Fitout	Examines the adequacy of furniture and fitout.

Referenced from TEFMA Facilities Audit Guideline

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 13 of 15

### Table 5: Functionality (FRA - Asset Amenity - Ratings)

Rating	Descriptor	Description	
FRA1	Excellent	All required amenities are provided and in excellent working condition.	
FRA2	Good	At least 75% of the required amenities are provided and in good working condition.	
FRA3	Average	At least 50% of the required amenities are provided, however in average working condition.	
FRA4	Poor	At least 25% of the required amenities are provided, however in poor working condition.	
FRA5	Failed	The necessary amenities are not provided and hence the space(s) are avoided by users.	

### 3.3 Functionality Rating - Asset Effectiveness (FRE)

### Table 6: Functionality (FRE - Asset Effectiveness - Characteristics)

Торіс	Characteristics		
Character and Innovation	Are there clear ideas behind the design of the building? Is the building interesting to look at and move around in? Does the building appropriately express the Council values? Is the building likely to influence future designs?		
Form and Materials	Does the building have a human scale and feel welcoming? Does the design take advantage of natural light and shelter from prevailing winds? Are the entrances obvious and logically positioned? Do the external materials and detailing appear to be of a high quality? Are the external colours and textures appropriate and attractive?		
Internal Environment	Are there good views from inside the building? Do staff/students have good access to outdoors? Is the building clearly understandable? Is the interior attractive?		
Urban and Social Interaction	Does the height, volume and skyline of the building relate well to the surrounding environment? Does the building contribute positively to its locality? Does the hard and soft landscape around the building contribute positively? Is the building sensitive to its neighbours?		

Referenced from TEFMA Facilities Audit Guideline

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 14 of 15

### Table 7: Functionality (FRE - Asset Effectiveness - Ratings)

Rating	Descriptor	Description	
FRE1	Excellent	The building is highly attractive and admired by its users. Its environment is pleasing, which attracts staff and students to experience its comfort and visual appeal.	
FRE2	Good	The building is attractive its environment is pleasing. Staff and students are happy to experience its comfort and appeal.	
FRE3	Average	The building and its environment are acceptable.	
FRE4	Poor	The building is unattractive and its environment could be improved. Staff and students will look for alternative buildings before using this building.	
		The building is highly unattractive and its décor is outdated. Staff and students avoid using this space because of the environment it offers.	

# 4. UTILISATION PERFORMANCE RATING

	Rating	Considered to be	Description for Functionality
	1	Very good	Repeatedly utilized. 100% utilised against benchmark
	2	Good	Frequently Utilised. 80-99% utilised against benchmark
Utilisation	3	Acceptable	Moderate utilisation; reduced economic benefit. 60-80% utilised against benchmark
	4	Poor	Infrequent utilisation; poor economic benefit. <60% utilised against benchmark
	5	Very Poor	Not Utilised. <30% utilised against benchmark

DRAFT BENCHMARK FOR ASSET RATIONALISATION

Page 15 of 15

# ORDINARY MEETING OF THE COUNCIL

October 21, 2019

# ITEM 8

# BROKEN HILL CITY COUNCIL REPORT NO. 194/19

# SUBJECT:ACQUISITION OF FEDERATION WAY18/200

# **Recommendation**

- 1. That Broken Hill City Council Report No. 194/19 dated October 21, 2019, be received.
- That Council make an application to the Minister and Governor to compulsorily acquire Federation Way, otherwise known as part lots 11-14 Section 57 DP 759092, part lots 1-8 Section 58 DP 759092, part lots 7428-7431 DP 1178911 and part lot 7421 DP 1183597 (as identified in the plan of acquisition).
- 3. That the acquisition be undertaken in accordance with the Land Acquisition (Just Terms Compensation) Act 1991, under Section 186 of the Local Government Act 1993 and for the purposes of a public road under Section 177 of the Roads Act 1993.
- 4. That upon acquisition, Council undertake the required actions to open the subject road by registration of a plan in accordance with Section 7 of the *Roads Act 1993*.
- 5. That the Mayor and General Manager be authorised to sign and execute any documents related to the acquisition or road opening under the Common Seal of Council.

# **Executive Summary:**

Council agreed to acquire the land known as 'Federation Way' from Crown Lands in 2014, after Council received funding to complete road upgrades from the NSW Government. Federation Way is highly used as a road but is not formally gazetted as a road under the *Roads Act 1993*. Acquisition plans have recently been registered and a Council resolution is required to progress the acquisition. Legal advice has been sought due to the land in question being subject to the Barkandji Native Title Determination. Dealing with Native Title may have financial implications which are undetermined at this stage. It is recommended that Council follow the acquisition procedures of the *Land Acquisition (Just Terms Compensation Act) 1991*, and once the acquisition is complete, Federation Way be formally gazetted as a road under the *Roads Act 1993*.

# **Report:**

In 2014, Council completed road upgrades to Federation Way after receiving funding from the NSW State Government. The funding was part of an agreement that Council would assume ownership of Federation Way, once the upgrades were complete.

As Federation Way is not a formally gazetted road, the land is required to be first acquired by Council and then gazetted as a road under the *Roads Act 1993*. To acquire the land as per the *Land Acquisition (Just Terms Compensation) Act 1991,* Council must make an application the Minister for Local Government. A Council resolution is required for this application, as is Crown Lands consent, and registered plans of acquisition.

In April 2019, Crown Lands formally advised that they will have no objection to receiving a Proposed Acquisition Notice (PAN), providing the attached letter as support for Council's acquisition. In October 2019, plans of acquisition were registered with NSW Land Registry Services. Council is also required to address Native Title and notify the Barkandji Native Title Holders of the acquisition, and will seek legal advice accordingly. Once any pre-acquisitions procedures will be undertaken in accordance with legal advice, Council will make an application to Office of Local Government to acquire the subject land. Should the acquisition be approved by the OLG, PANs will be issued, and compensation will be paid to Crown Lands and Native Title Holders accordingly. Once the title for the land is held in Council's name, the next step will be for Council to gazette the land as a road under the *Roads Act 1993*.

It is recommended that the Mayor and General Manager be authorised to sign and execute any documents relating to the acquisition and subsequent road gazettal under the Common Seal of Council.

### **Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

# **Relevant Legislation:**

Land Acquisition (Just Terms Compensation) Act 1991 Roads Act 1993 Local Government Act 1993

### **Financial Implications:**

Compensation payable to Crown Lands and Native Title holders will be determined by the NSW Valuer General in the final stages of the acquisition.

# Attachments

- 1. J Crown Lands Consent to Acquisition
- 2. J Crown Lands Advice to Proceed with Acquisition

FRANCOIS VANDERBERG MANAGER PLANNING, DEVELOPMENT & COMPLIANCE

JAMES RONCON GENERAL MANAGER



Our Ref: 14/06608 Account: 538317 Your Ref: L14/2242 – 14/106 RD:RF

17 April 2019

The General Manager Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

Attn: Georgina Falkner

Georgina.falkner@brokenhill.nsw.gov.au

Dear Sir/Madam,

### Subject: Proposed compulsory acquisition by Broken Hill City Council for Part lots 11-14 Section 57 DP 759092, Part Lots 1-8 Section 58 DP 759092, Part Lots 7428-7431 DP 1178911 and Part Lot 7421 DP 1183597.

The Department of Industry, Lands and Water (the department) understands that Broken Hill City Council (council) proposes to undertake an acquisition of land as shown in the attached Plan of Land proposed to be acquired (subject land), for the purpose of road upgrades to Federation Way. The acquisition is to occur in accordance with the provisions within the *Land Acquisition (Just Terms Compensation) Act 1991* (LAJTSA).

### Proposed Acquisition Notice

The department has no objection to receiving a **<u>Proposed Acquisition Notice (PAN)</u>** to acquire the subject land for the purpose of road upgrades.

**Note:** An Authority that undertakes to acquire Crown land must provide evidence to the department of completion of the pre-acquisition procedures in accordance with Division 1 of the LAJTCA prior to the department's issue of a Tax Invoice. The acquiring authority must undertake to afford all interest holders (not limited to those detailed in this letter), the procedural rights to which they are entitled including the rights to be notified and to claim compensation.

### Third party interests

A preliminary investigation has revealed that the land is within the Barkandji Traditional Owners determined land claim area. As such, council should undertake to afford the traditional owners of the land the procedural rights to which they are entitled, including the rights to be notified of the acquisition and the right to claim compensation. A PAN should be issued to the Barkandji Traditional Owners together with a Section 39 Claim form.

PO Box 2215 DANGAR NSW 2309 Level 4, 437 Hunter Street, NEWCASTLE NSW 2290, Tel: +612 9338 6600 Fax: +612 9338 6860 www.industry.nsw.gov.au ABN: 72 189 919 072

#### Compensation

Agreement to compensation prior to the gazettal of the acquisition provides authorities with internal accounting and planning benefits together with the mitigation of the risk of statutory interest accrual. Upon the resolution of all other interests in the land, the department invites the authority to make an offer of compensation for the registered owner's interest in the land. In order to expedite the review of the compensation offer, the acquiring authority is invited to provide supporting documentation of the offer from a Certified Practicing Valuer made in accordance with API practice guidelines.

Alternatively, the Just Terms team at the Office of the Valuer General will appoint a registered valuer to make a determination of Compensation for the acquisition, which is provided post the gazettal date. A preliminary Valuation report is requested to be provided to the department for comment before finalisation of the determination.

**Note:** Until such time as the acquisition has been finalised, entry upon or use of the Crown land for any purpose will require the acquiring authority obtaining a tenure or written consent Crown Lands.

For any further enquiries or lodgement of the above, please contact the Acquisitions Team via email <u>cl.aquisition@crownland.nsw.gov.au</u>.

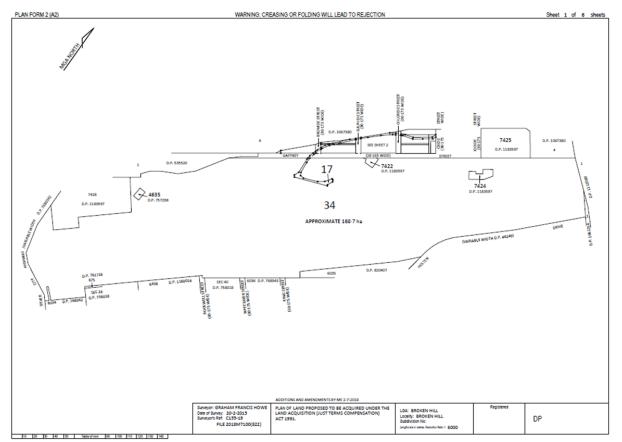
Yours sincerely

نعليا

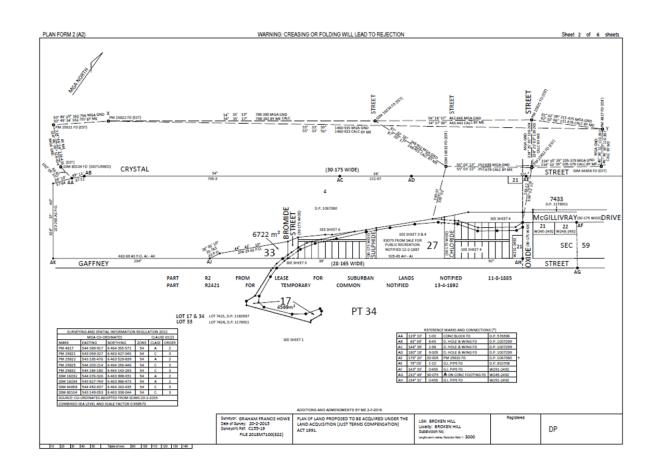
Liz Loi Property Development Project Officer [amend if required] Department of Industry - Lands & Water

Ext1 {vers.1.1} Page 2 of 8



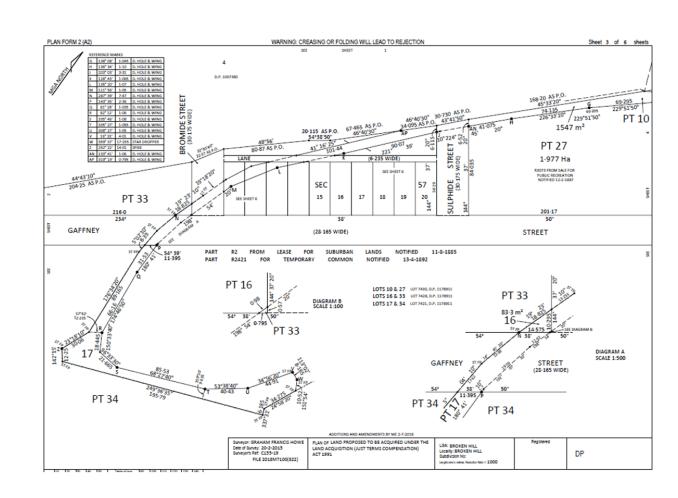


PO Box 2215 DANGAR NSW 2309 Level 4, 437 Hunter Street, NEWCASTLE NSW 2290, Tel: +612 9338 6600 Fax: +612 9338 6860 www.industry.nsw.gov.au ABN: 72 189 919 072



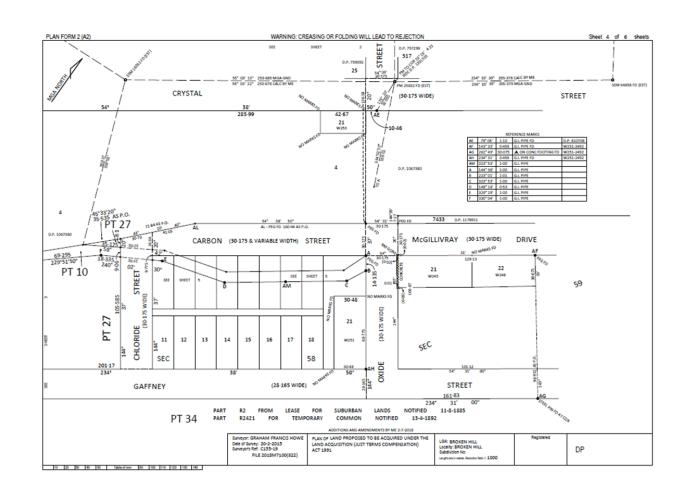
Ext1 {vers.1.1} Page 4 of 8



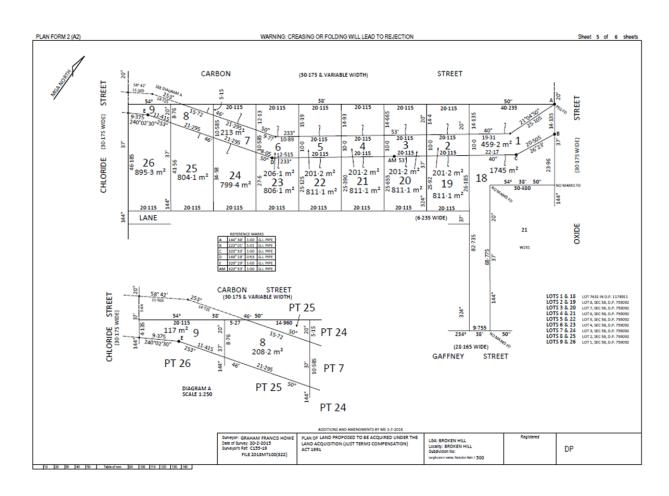


Ext1 {vers.1.1} Page 5 of 8



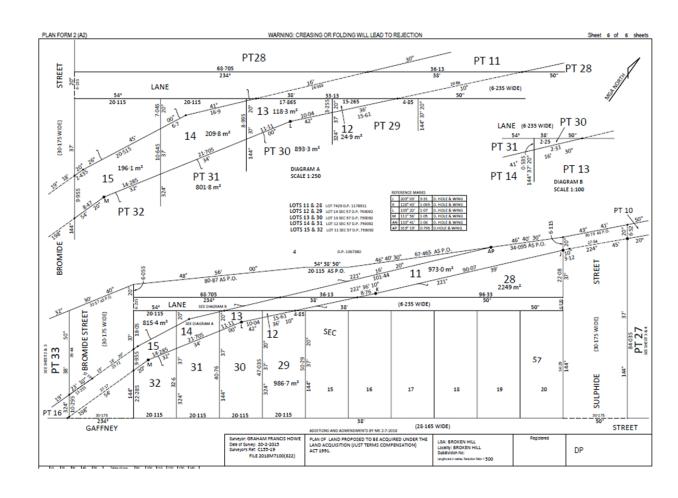


Ext1 {vers.1.1} Page 6 of 8



Ext1 {vers.1.1} Page 7 of 8





Ext1 {vers.1.1} Page 8 of 8



The General Manager Broken Hill City Council PO Box 448 Broken Hill NSW 2880 Our ref: 14/06608 Your ref: L14/2242 – 14/106 RD:RF

10 October 2019

Dear General Manager

#### Subject: Proposed compulsory acquisition by Broken Hill City Council for Part lots 11-14 Section 57 DP 759092, Part Lots 1-8 Section 58 DP 759092, Part Lots 7428-7431 DP 1178911 and Part Lot 7421 DP 1183597

17 OCT 2019

The Department of Planning, Industry and Environment- Crown Lands (the department) recently met with Broken Hill City Council and discussed the urgency for Council to finalise the acquisition of land (as indicated above) for the purpose of road (being Federation Way). The acquisition is to occur in accordance with the provisions within the Land Acquisition (Just Terms Compensation) Act 1991.

The department has previously advised in writing on 17 April 2019 that there would be objection to receiving a Proposed Acquisition Notice (PAN) to acquire the subject land for the purpose of road upgrades.

As discussed in our recent meeting, this acquisition should be made a high priority by Council, given this road is of high significance to the city and is one of the most used roads in Broken Hill, especially for tourists.

Furthermore, I refer to the attached Council Resolution from 2014 that confirms Council's commitment to undertake the acquisition immediately upon completion of the road upgrades to Federation Way. I note the upgrade works were completed in 2014.

Yours sincerely,



Shaun Barker A/Area Manager, Far West Department of Planning, Industry and Environment- Crown Lands

320 Pitt Street Sydney 2000 | GPO Box 39 Sydney 2001 | dpie.nsw.gov.au | 1



... a safe, vibrant, prosperous and culturally rich City achieved through community leadership and sustainable management.

Please address all communications to: The General Manager, 240 Blende Street, P.O.Box 448, BROKEN HILL NSW 2880 Telephone: (08) 8080 3424 ABN: 84873116132 Einail: council@brokenhill.nsw.gov.au Website: www.brokenhill.nsw.gov.au

ĺ	ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 110/14 - DATED MAY 19, 2014 - FEDERATION
İ	<u>WAY</u> 11/63
	Recommendation
	That Broken Hill City Council Report No. 110/14 dated May 19, 2014, be received.
	That Council accept the grant of \$675,630 for the reconstruction of Federation Way; and
	The could accept the grant of 3075,050 for the reconstruction of reactation way, and
	That Council accept ownership of the Crown Road known as Federation Way and agree to undertake the
	necessary process to declare it as a public road (under the Roads Act 1993) immediately upon completion of the
	upgrade works.
	RESOLUTION
	Minute No. 44661
	Councillor C. Adams moved ) That the recommendation of item 2 be adopted.
	Councillor D. Gallagher seconded )
	CARRIED

"Broken Hill - the Hill that changed a Nation"

## ORDINARY MEETING OF THE COUNCIL

November 11, 2019

## ITEM 9

## BROKEN HILL CITY COUNCIL REPORT NO. 195/19

## SUBJECT: MAARI MA KNOWLEDGE AND HEALING CENTRE 11/161

## **Recommendation**

- 1. That Broken Hill City Council Report No. 195/19 dated November 11, 2019, be received.
- 2. That Council note the proposal by Maari Ma Inc for the development of a Knowledge and Healing Centre.
- 3. That Council continue to liaise with Maari Ma Inc and that a further report is provided to Council once a more detailed project scope is available for consideration.

## **Executive Summary:**

Council has been advised by Justin Files, Executive Manager, Community Services and Programmes, that the Maari Ma Health Aboriginal Corporation is in the final stages of acquiring a building situated at 422 Argent Street, Broken Hill, on the corner of Delamore Road. The building is immediately adjacent to the Broken Hill Regional Art Gallery's external workshop and car park.

In order to achieve the vision for the site, Maari Ma has sought Council's interest in adding the adjacent 'Workshop Shed,' as it is colloquially known, to the potential development of a larger site through consideration of several options that Council may consider viable: 1. gifting of the site, 2. in principle agreement to gifting based on the outcome of successful identification of full funding by Maari Ma for the redevelopment of the entire site and 3. Purchase of the site from Council.

The Workshop Shed site is classified as 'community land' under the *Local Government Act NSW 1993* which states that community land cannot be sold and can only be leased or licenced.

## Report:

Council has been advised by Justin Files, Executive Manager, Community Services and Programmes, that the Maari Ma Health Aboriginal Corporation is in the final stages of acquiring a building situated at 422 Argent Street, Broken Hill, on the corner of Delamore Road. The building is immediately adjacent to the Broken Hill Regional Art Gallery's external workshop and car park.

The building previously served as the old Silver King service station, and more recently as the business home of Tristate Safaris.

The land size is 556m2, with existing current office space of approximately 123m2, and a mechanical workshop of approximately 153 m2.

The property is sited where future design of the building would be required to complement the existing architecture and adhere to a set of heritage design values.

Maari Ma plans to use the site to construct a Knowledge and Healing Centre, where it will combine community space to engage with language, the arts, health and other issues. Broadly, it sees the project as a melding of some of the world's newest technologies with some of the world's oldest technologies, to create a Knowledge and Healing Centre.

## **Primary functions**

The centre will have two primary functions:

- 1. Provide a space for Indigenous people to heal through art therapy.
- 2. Create, protect and preserve Indigenous knowledge and culture.

## Secondary functions

The centre will additionally have a series of secondary functions which complement its primary purpose:

- 1. Provide a public art space for the broader community
- 2. Promote knowledge and culture to residents and to people visiting the region.

Mr Files provided a presentation (attached) at a briefing session for available Councillors on Monday 16 September 2019.

An excerpt from the letter fully explains the vision for the site:

## Provide a space for Indigenous people to heal through art therapy

Maari Ma is well known for embracing a holistic approach to healing and medicine. The Knowledge and Healing Centre is simply an extension of this practice.

We see an opportunity to improve the health of our people through their strong connection to art. With that in mind, the Knowledge and Healing Centre would have a strong emphasis on 'art therapy', and the premises should be designed in a way that is both 'culturally welcoming' for Aboriginal people, and suitable to conduct small and larger workshops and sessions with Aboriginal and non-Aboriginal people (for example a large community art workshop hosting around 50 or so people).

## Create, protect and preserve Indigenous knowledge and culture

The very act of preserving and protecting existing Indigenous knowledge and culture actively assists in the healing process.

The centre will become a centre of excellence in the preservation and promotion of Indigenous languages, in particular the Barkindji language. An area where research can be conducted, and the Barkindji language can be promoted and taught would be ideal.

• A 'digital dome' – a room where Aboriginal and non-Aboriginal people can learn about Aboriginal stories and culture in a 3-D immersive environment. An example of a digital dome can be found at the National Museum.

• A theatre/space where virtual reality projects can be both researched and experienced by visitors.

In order to achieve the vision for the site, Maari Ma has sought Council's interest in adding the adjacent 'Workshop Shed,' as it is colloquially known, to the potential development of a larger site through consideration of several options that Council may consider viable: 1. gifting of the site, 2. in principle agreement to gifting based on the outcome of successful identification of full funding by Maari Ma for the redevelopment of the entire site and 3. Purchase of the site from Council.

Maari Ma has underscored that it has had considerable success in achieving funding outcomes and has taken the first step towards purchase and consideration of redevelopment of the TriState site which will add to the quality of the culture precinct at the Eastern end of Argent Street as well as add to existing tourism interest in Aboriginal art.



\*Work Shed highlighted

## Classification of the site as Community Land and what this means

The Workshop Shed is located at 404-408 Argent Street (Lot 2 DP 34632).

The land is classified as 'community land' under the Local Government Act 1993.

From Part 2 of the Local Government Act 1993:

Community land must not be sold. Community land must not be leased or licensed for more than 21 years and may only be leased or licensed for more than 5 years if public notice of the proposed lease or licence is given and, in the event that an objection is made to the proposed lease or licence, the Minister's consent is obtained.

The site is heritage listed under the Broken Hill Local Environmental Plan 2013 (LEP) and is also within the Argent Street conservation area. Any changes to the building would have to be approved by Council's Heritage Advisor.

## Work Shed (Public Program Building) Background

The following paragraphs outline some relevant background, usage, current budget and further capital investment required in the work shed to assist in Council's decision making.

Broken Hill Regional Art Gallery (BHRAG) is the oldest Regional Gallery in NSW with a significant permanent collection that is well known to those outside of Broken Hill and will become even more so through the digitization project.

It has the unique position of being one of the most isolated public galleries in NSW. The closest major institutions are those in Dubbo and Wagga Wagga. This means that BHRAG has an extremely important position in Far West NSW, not only for tourists and locals but also for those living in surrounding areas with no public Gallery.

In line with the staged refurbishment of the Sully's Building into BHRAG in 2004, the 'Public Program building' was completed in 2005 as a refurbishment of a shed into a workshop and programs space. Since 2005, and depending on the staffing structure at the time, the space has been used extensively with some periods of inactivity.

In 2016, the workshop had been unused for some time due to Council restructure which affected the Gallery's management and staffing levels. A Public Programs Officer was appointed in early 2017 and the space was cleaned out, cleaned up and made useable.



## Further required renovations

The 'conversion' was not entirely completed with further investment required to make it a fully usable space. A list of required renovations is provided below for Council's information with accessible toilet and ventilation considered primary in the listing:

 Toilet: Workshop requires a multi-use accessible toilet. Workshops are often conducted outside of gallery hours – staff currently accompany workshop clients to the Gallery toilet leaving clients unattended in the workshop. Multiple partnerships have been reduced from Broken Hill Regional Art Gallery programming due to the lack of an available toilet.

 Veranda: The workshop is a lined tin shed and suffers from extreme heat in the summer. A veranda would make the outdoor cement platform able to be used where currently, weather often does not permit. The area requires appropriate ventilation to be installed in order to use certain art products (glues, sprays etc); these activities must currently be completed outside. Without enough ventilation installed inside the building, an external veranda would make this possible at all times; rain, hail or shine.

The installation of a verandah is in line with the new Australian Curriculum Connections that encourage outdoor learning spaces; particularly the priority framework for educating and engaging Aboriginal and Torres Strait Islander Histories and Cultures.

- Opening Door / Concertina Door / Sliding Door: Council staff have a duty of care for clients using the workshop space. This extends to future use of the indoor/outdoor space. For safety purposes, a large door is required that can remain open to ensure view of all students / workshop participants from all areas. A large door would ensure gallery staff can make use of indoor and outdoor spaces simultaneously and advocate the diverse learning needs of our unique demographic.
- Ventilation: This should be considered as a required item; the aforementioned veranda and concertina door would resolve this matter. Failing this, ventilation fans and windows need to be installed within the space to ensure safe use of all nonwater-based paints or chemicals.

## **Current Usage of Workshop Shed**

With the appointment of a Public Programs Officer and given the significant support required to the arts in the Far West, a wide-ranging outreach program is delivered from the sourcing organization of BHRAG and its unique position in the Far West.

The listing of programs provided include:

- School Groups: Broken Hill schools plus Menindee, Wilcannia, Tibooburra, School of the Air (State Funding) with a focus on engaging young people within the school environment as opposed to weekend or school holidays only as well as assisting schools with minimal facilities on campus.
- University Groups (UNSW Fowlers Gap, Health Students ENRICH etc.)
- Public workshops
- Space for hire
- Professional development workshops
- Meetings/talks/presentations when the Gallery is not available or suitable (CreateNSW, NAVA sessions etc.)
- Freshbark program (now at an end) funded by Australia Council for the Arts.

Average attendance:

- School groups 5-30 participants, University Program 25 participants, Public workshop 10-15 participants, Hired workshop 10 participants
- At last count there have been approximately 1200 people through the workshop this calendar year with some programs, workshops and artist talks held within the Gallery space.

## Broken Hill Regional Art Gallery - Workshop Shed - Funding for Current Activities

Council receives \$100,000 grant funding toward the overall cost of the Gallery and Workshop Shed of \$860,655 (budget 19/20 inclusive of depreciation of \$122,296). Other income is generated from events and retail operations.

Examples of items costed to the Workshop Shed programs:

 All programs operating within both Gallery and Workshop; Materials and supplies; New equipment plus equipment maintenance (must stay safe); Catering; Visiting Facilitators/Teachers/Professionals (including their travel); Casual staff wages; Outreach programs; Advertising and brochures

\*it should be noted that some programs generate income (i.e. workshop hire) or are charged on a cost neutral basis (i.e. ticketed programs, non-local paid school tours, adult workshops etc.)

## Conclusion

As can be seen, the current location of the Workshop Shed in the grounds of BHRAG provides maximum oversight by a slim workforce based at the BHRAG with significant impact on local and Far West arts access. Usage figures since the employment of a dedicated Public Programs Officer have demonstrated a needs gap being filled with wide support from user groups and benefits to those user groups. Further capital improvements are likely to increase the current usage figures to a wider sector of the community.

The Maari Ma proposal for its stakeholders is visionary but complex in terms of time frames and certainties at this point of time. Council might wish to wait for more concrete confirmations on the progress of the vision and retain an openness for research on the viability and potential for continuity of present programs at the current site, further discussion around further models beyond the current proposed options which might include co-location, partnerships and access arrangements as the project unfolds as well the provision of Council advocacy for any funding proposals by Maari Ma.

Key Direction:	1	Our Community
Objective:	1.3	Our history, culture and diversity is embraced and celebrated
Strategy:	1.3.1	Advocate for funding and investment for Community Development Projects

## **Strategic Direction:**

## **Relevant Legislation:**

The Workshop Shed is located at 404-408 Argent Street (Lot 2 DP 34632).

The land is classified as 'community land' under the Local Government Act 1993.

From Part 2 of the Local Government Act 1993:

Community land must not be sold. Community land must not be leased or licensed for more than 21 years and may only be leased or licensed for more than 5 years if public notice of the proposed lease or licence is given and, in the event that an objection is made to the proposed lease or licence, the Minister's consent is obtained.

The site is heritage listed under the *Broken Hill Local Environmental Plan 2013* (LEP) and is also within the Argent Street conservation area. Any changes to the building would have to be approved by Council's Heritage Advisor.

## **Financial Implications:**

Dependent on future project development.

## Attachments

1. J Maari Ma Briefing Note

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER

#### Knowledge and Healing Centre

The Maari Ma Health Aboriginal Corporation is in the final stages of acquiring a building situated at 422 Argent Street, Broken Hill, on the corner of Delamore Road.

The building previously served as the old Silver King service station, and more recently as the business home of Tristate Safaris.

The land size is 556m2, with existing current office space of approximately 123m2, and a mechanical workshop of approx. 153 m2. The building is immediately adjacent to the Broken Hill Regional Art Gallery's external workshop and car park.

Maari Ma plans to use the site to construct a Knowledge and Healing Centre, where we can combine community space to engage with language, the arts, health and other issues. Broadly, we see the project as a melding of some of the world's newest technologies with some of the world's oldest technologies, to create a Knowledge and Healing Centre.

#### **Primary functions**

The centre will have two primary functions:

- 1. Provide a space for Indigenous people to heal through art therapy.
- 2. Create, protect and preserve Indigenous knowledge and culture.

### Secondary functions

The centre will additionally have a series of secondary functions which complement its primary purpose.

1. Provide a public art space for the broader community.

2. Promote knowledge and culture to local residents and to people visiting the region

### General design comments

The Barka (Darling River) holds enormous significance to the Barkindji people. Indeed, 'Barkindji' literally means 'people of the river'. So incorporating a prominent water feature/s into the building might be an appropriate way of acknowledging the significance of the Barka and water to the Barkindji people.

Additionally, Broken Hill is a heritage-listed city, and buildings in Argent Street (the main street of Broken Hill) are required to complement the existing architecture, and adhere to a set of heritage design values.

One of the ideas for the centre is for it to incorporate a 'digital dome' – i.e. an 'indoor gallery' where visitors can sit back and watch a video projected onto the roof and walls around them. Those stories would promote Barkindji knowledge and stories. Centring some or all of the design of the building around this might make for an interesting concept.

We see the provision of a place for healing through art therapy as obviously crucial to the operation of the centre. However, we also see its function as a 'knowledge centre' as equally important, because it's through the preservation and promotion of Aboriginal knowledge that healing for Indigenous people can best progress. For example, learning and taking pride in the Barkindji language is one way to assist with healing, and so incorporating a language research hub into the design would be ideal. More broadly, a building that conveys a sense of 'learning and scholarship' has some appeal.

### Provide a space for Indigenous people to heal through art therapy

Maari Ma is well known for embracing a holistic approach to healing and medicine. The Knowledge and Healing Centre is simply an extension of this practice.

We see an opportunity to improve the health of our people through their strong connection to art. With that in mind, the Knowledge and Healing Centre would have a strong emphasis on 'art therapy', and the premises should be designed in a way that is both 'culturally welcoming' for Aboriginal people, and suitable to conduct small and larger workshops and sessions with Aboriginal and non-Aboriginal people (for example a large community art workshop hosting around 50 or so people).

#### General operations of the centre and design concepts might include:

- Private and public lectures and presentations, housing up to 250 people.
- Public art exhibitions
- Permanent digital art exhibits displaying Aboriginal Dreaming Stories
- multiple artist studios for varied use (including digital media)
- private art therapy studios

• a large studio for the creation of communal art works. This area might potentially also host traditional dance and musical performances.

#### Create, protect and preserve Indigenous knowledge and culture

The very act of preserving and protecting existing Indigenous knowledge and culture actively assists in the healing process.

The centre will become a centre of excellence in the preservation and promotion of Indigenous languages, in particular the Barkindji language. An area where research can be conducted, and the Barkindji language can be promoted and taught would be ideal.

• A 'digital dome' – a room where Aboriginal and non-Aboriginal people can learn about Aboriginal stories and culture in a 3-D immersive environment. An example of a digital dome can be found at the National Museum.

• A theatre/space where virtual reality projects can be both researched and experienced by visitors.

• An audio-visual studio – essentially a small television studio – which would facilitate the filming of stories to be played to locals and tourists: the recording of Indigenous stories for research and archival purposes; and a space to transfer audio visual skills to local youth.

• A lecture theatre, where students and/or community people/tourists can learn about Aboriginal culture. Ideally, this would house up to 100 people at any given time.

- A virtual library space (MoU with AIATSIS; ANU; State Library etc):
- A computer lab, with quiet spaces to help facilitate research. Possibly
- A hard copy library, where local knowledge and information can be stored.
- A general meeting/training room

## ORDINARY MEETING OF THE COUNCIL

November 12, 2019

## ITEM 10

## BROKEN HILL CITY COUNCIL REPORT NO. 196/19

## SUBJECT:MINUTES OF THE AUDIT, RISK AND IMPROVEMENT<br/>COMMITTEE MEETING HELD 18 OCTOBER 201913/19

## **Recommendation**

1. That Broken Hill City Council Report No. 196/19 dated November 12, 2019, be received.

## **Executive Summary:**

The Charter of the Broken Hill Audit Committee, as endorsed by Council at its meeting on 29 March 2017, requires the Audit, Risk and Improvement Committee to refer the minutes and recommendations of the Audit, Risk and Improvement Committee to the next scheduled Ordinary Council Meeting.

The Broken Hill City Council Audit, Risk and Improvement Committee met on Friday, 18 October 2019 and the minutes of this meeting are provided as an attachment to this report.

## Report:

The Audit, Risk and Improvement Committee considered the Broken Hill City Council 2018/2019 Annual Financial Statements at their meeting held 18 October 2019.

Prior to this Council adopted the draft financial reports (General Purpose Financial Report, Special Purpose Financial Report and Special Schedules 2018/2019) at the August 2019 Council Meeting (Minute Number 46061). The draft financial reports were then audited by the NSW Audit Office and the final set of audited financial statements were presented to the Audit, Risk and Improvement Committee.

The Committee received a presentation by the NSW Audit Office via teleconference who gave an overview of the audit and the Audit Engagement Closing Report.

The Committee Chairperson acknowledged the work undertaken by Council staff and the NSW Audit Office in preparing and auditing the financial statements and advised that he was pleased with the conduct of the audit and with the unmodified position.

The audited Broken Hill City Council 2018/2019 Annual Financial Statements were presented to the public at the Ordinary Council Meeting held 30 October 2019 and Council resolved (Minute Number 46106):

- 1. That Broken Hill City Council Report No. 188/19 dated November 13, 2018, be received.
- 2. That Council adopt the financial statements and present the Annual Financial Statements inclusive of the Auditor's Reports for 2018/19 to the public.

Minutes of the meeting held 18 October 2019 are attached for Council's endorsement.

Meeting dates for Audit, Risk and Improvement Committee for the remainder of the year are:

• Monday, 18 November 2019

## Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

## **Relevant Legislation:**

Local Government Act 1993, Chapter 13, Part 3, Division 2

## **Financial Implications:**

Nil.

## Attachments

1. U Minutes of the Audit, Risk and Improvement Committee meeting 18/10/2019

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER

#### AUDIT, RISK AND IMPROVEMENT COMMITTEE

18 OCTOBER 2019

#### MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD FRIDAY, OCTOBER 18, 2019 (10:00AM)

PRESENT: Via teleconference/videoconference – Mr Jim Mitchell (Chairperson), Mr Damian Pulgies, Mayor Darriea Turley AM, Mr David Nolan (NSW Audit Office), Mr Brett Hanger ((Nexia) contractor to the NSW Audit Office).

Acting General Manager/Chief Financial Officer Mr Jay Nankivell, Finance Manager Mr Simon Browne and Governance Officer Mrs Leisa Bartlett.

APOLOGIES: Councillor Jim Nolan, Councillor Dave Gallagher and General Manager Mr James Roncon.

#### DISCLOSURE OF INTEREST

Nil.

#### ACKNOWLEDGEMENT OF COUNTRY

The Chairperson gave the Acknowledgement of Country.

#### MINUTES FOR CONFIRMATION

The Minutes of the Audit, Risk and Improvement Committee meeting held Monday, August 19, 2019 will be considered at the next Committee meeting to be held 18 November 2019.

### REPORTS

 ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 25/19 - DATED OCTOBER 17, 2019 

 2018/2019 ANNUAL FINANCIAL STATEMENTS
 13/19

The Chairperson acknowledged the work undertaken by Council's Finance Department and the NSW Audit Office in preparing and auditing the financial statements, and advised that he was pleased with the unmodified position.

The Chairperson commented on the late receipt of the agenda and financial statements and asked that Council aim to provide meeting papers one week prior to the meeting date for future meetings.

The Acting General Manager introduced Council's Finance Manager, Simon Brown to the Committee and advised that this year was the first audit for more than half of the Finance team, and Simon's first set of Financial Statements in Local Government; and that they would be better positioned next year due to procedural changes that staff have highlighted which will improve next year's audit processes.

The Acting General Manager thanked the Audit Office for the additional work involved this year.

Page 1

#### AUDIT, RISK AND IMPROVEMENT COMMITTEE

#### 18 OCTOBER 2019

Mr David Nolan (NSW Audit Office) and Mr Brett Hangar ((Nexia) contractor to the NSW Audit Office) spoke to the Engagement Closing Report.

The Committee discussed aspects of the financial statements and the NSW Audit Office clarified matters raised by Council's independent auditors. These questions were pertaining to:

- The listing of the useful life of assets
- Disclosure by Local Government Superannuation
- Contingent assets
- Disposal of assets
- Material budget variations
- Recognition of grant income
- Scope of the audit
- Comparison of accounting processes with other NSW Councils

Mr David Nolan advised that the interim management letter is quite positive with only a small number of comments and congratulated Council and the Audit, Risk and Improvement Committee on a good result, and commented that:

- With regards to the fair value of assets no revaluations were needed this year, and commented that it was a positive decision for Council to engage an independent contractor to value Council's assets.
- The draft financial statements were not quite ready by the date required by the Audit Office but acknowledged Jay's comments regarding new Finance staff and that processes have been put in place to ensure that this will not re-occur next year.
- Pleased with the quality of supportive documents.
- Satisfied with Council's Crown Lands reporting, with only minor items noted.
- Satisfied with Council's procedures and controls around credit card usage (which is a key issue across Councils in NSW).
- IT general controls improvements have been positive.

#### **Recommendation**

- 1. That Broken Hill City Council Report No. 25/19 dated October 17, 2019, be received.
- 2. That the 2018/2019 Annual Financial Statements be received.
- 3. That the Audit Engagement Closing Report on the Audit for the year ended 30 June 2019 be received.
- That a further report commenting on the audit process for 2018/19 be presented to the Audit, Risk & Improvement Committee at the November Committee meeting.

#### CARRIED

Meeting closed at 10:50am.

The foregoing minutes were read and confirmed at the Audit, Risk and Improvement Committee meeting held on 18 November 2019.

Chairperson

Page 2

## ORDINARY MEETING OF THE COUNCIL

November 6, 2019

## ITEM 11

## BROKEN HILL CITY COUNCIL REPORT NO. 197/19

## SUBJECT:INVESTMENT REPORT FOR OCTOBER 201917/82

## **Recommendation**

1. That Broken Hill City Council Report No. 197/19 dated November 6, 2019, 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 October 2019, Council's Investment Portfolio had a current market valuation of \$22,224,672 or principal value (face value) of \$22,150,981 and was compliant with all legislative and policy requirements.

## Report:

Council's investments as at 31 October 2019 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	$\checkmark$	Compliant with policy				
Portfolio Credit Rating Limit	$\checkmark$	Compliant with policy				
Institutional Exposure Limits	$\checkmark$	Compliant with policy				
Term to Maturity Limits	$\checkmark$	Compliant with policy				

## Market Review

## **Global issues**

In the US, the Federal Reserve cut their key interest rate by another 25bps to the 1.50-1.75% range. This round of interest rate cuts, aimed to help offset the impacts of the US/China trade war and global economic slowdown, has now totalled an easing of 75bps with expectations that the Fed may be finished for this cycle. Latest US economic data was sound, with consumer spending aiding a higher than expected 2%pa increase in GDP. Consumer surveys reflected positive sentiment and inflation remains in check, even with a low unemployment environment. Economic indicators out of Europe, Japan and China were not as positive as the US. The Eurozone GDP was up only 1.1% for the year; the Bank of Japan is indicating a possible cut in rates as inflation remains low; and China's economic growth continues to reflect pressure from the ongoing trade war with the US.

## **Domestic issues**

In Australia, the latest inflation data showed price growth still well below the RBA target range of 2-3%pa. The 1.70%pa annual increase was inflated by a sharp increase in tobacco prices. Excluding tobacco, inflation was closer to 1.3%pa. Australian house prices, however, are showing improvement with the largest monthly increase in over four years. The 1.2% gain in October was led by Melbourne (up 2.3%; their largest monthly gain in 10yrs) and Sydney (up 1.7%).

## Interest rates

The RBA cut the official cash rate by a further 25bps to 0.75% at its October meeting. The market is pricing in a 60% chance of another cut by Q1 2020. Term deposit rates across 1mo-3yrs slipped lower in October, with the steepest declines in the 1 & 2 month area. The average highest rates on offer for 3-month TDs at month end was 1.66%, down from 1.75% in September. The average of the highest 12 month rates was 1.61%, down from 1.67% last month. The best rates among the lower rated banks were largely in the 1.30%-1.65% area across 1-12 months range.

## Investment Portfolio Commentary

Council's investment portfolio posted a return of 2.49%pa for the month of October versus the bank bill index benchmark return of 0.95%pa. For the financial year to date, the investment portfolio returned 3.77%pa, exceeding the bank bill index benchmark's 1.10%pa by 2.67%pa.

During October, Council's investment portfolio had \$3m in 4-10 month term deposits mature with a weighted average rate of approximately 2.51%pa. Council invested \$500k each in a 3 & 6 month TD at an average rate of 1.67%pa, which is indicative of the drop in rates across the market over the past several months.

The TCorpIM MT and LT Growth funds was/were up 0.2% and 0.4% respectively during October. Australian shares were down 0.4% with IT (-3.2%) and Financials (2.9%) leading the declines while Healthcare bucked the trend, up a solid 7.3%. Overseas markets faired better with the US S&P 500 (+2.2%), Chinese S&P 300 (+1.8%), European S&P 350 (+1.1%), and Japanese S&P 500 (+5.0%) all recording gains.

## Council's Portfolio by Source of Funds – October 2019

As at 31 October 2019, Council's Investment Portfolio had a current market valuation of \$22,224,672 or principal value (face value) of \$22,150,981 and was compliant with all legislative and policy requirements.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$14,491,710
Fund	Royalties Reserve	\$625,000
	Domestic Waste Management Reserve	\$4,044,271
	Grants	\$2,529,000
	Developer Contributions	\$461,000
	TOTAL PORTFOLIO	\$22,150,981

## 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	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. J October 2019 Investment Report

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER



Investment Summary Report October 2019



### **Executive Summary**



Max

CITY COUNCIL

#### **Investment Holdings Investment Performance** Face Current Current 15.00% Value (\$) Value (\$) Yield (%) 7,998,323.82 Cash 7,998,323.82 1.85 10.00% Managed Funds 6,152,657.66 3.65 6,152,657.66 Term Deposit 8,000,000.00 8,073,690.66 2.15 5.00% 22,150,981.48 22,224,672.14 2.46 .00% -5.00% Nov 18 Dec 18 Jan 19 Feb 19 Mar 19 Apr 19 May 19 Jun 19 Jul 19 Aug 19 Sep 19 Oct 19 Portfolio Annualised Return Ausbond BB Index Annualised Return **Investment Policy Compliance Total Credit Exposure Highest Individual Exposures Term to Maturities** Face Policy **Maturity Profile** WBC A-1 Value (\$) Between 0 and 1 Year 22,150,981 100% 100% AMP A-2 22,150,981 NSW TCI TCc, TCl, TCm NAB 0% 20% 40% 60% 80% 100% % of portfolio NSW TCm 0% 20 40 60 80 100 Portfolio Exposure Investment Policy Limit % used vs Investment Policy



Investment Holdings Report



CITY COUNCIL

Cash Accounts						
Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
6,816,808.01	2.0913%	Westpac Group	A-1+	6,816,808.01	535442	90d Notice
1,181,515.81	0.4300%	Westpac Group	A-1+	1,181,515.81	473409	Cheque
7,998,323.82 1	L.8459%			7,998,323.82		

Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
7.91	1.5006%	NSW T-Corp (Cash)	TCc	Cash Fund	7.91	535329	
4,117,039.21	4.5765%	NSW T-Corp (LT)	TCI	Long Term Growth Fund	4,117,039.21	536442	
2,035,610.54	1.7876%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	2,035,610.54	536441	
6,152,657.66	3.6538%				6,152,657.66		

Term Deposits	ſerm	Dep	osits
---------------	------	-----	-------

Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency
6-Nov-19	500,000.00	2.9000%	Credit Union Australia	A-2	500,000.00	7-Dec-18	513,069.86	537402	13,069.86	At Maturity
13-Nov-19	500,000.00	2.7600%	National Australia Bank	A-1+	500,000.00	16-Jan-19	510,926.58	537473	10,926.58	At Maturity
20-Nov-19	500,000.00	2.8000%	AMP Bank	A-2	500,000.00	11-Mar-19	509,013.70	537632	9,013.70	At Maturity
27-Nov-19	500,000.00	2.5000%	AMP Bank	A-2	500,000.00	8-May-19	506,061.64	537936	6,061.64	At Maturity
4-Dec-19	500,000.00	2.5000%	AMP Bank	A-2	500,000.00	8-May-19	506,061.64	537937	6,061.64	At Maturity
11-Dec-19	500,000.00	2.9000%	Credit Union Australia	A-2	500,000.00	7-Dec-18	513,069.86	537403	13,069.86	Annually
8-Jan-20	500,000.00	1.6000%	National Australia Bank	A-1+	500,000.00	9-Oct-19	500,504.11	538602	504.11	At Maturity
15-Jan-20	500,000.00	1.6800%	National Australia Bank	A-1+	500,000.00	4-Sep-19	501,334.79	538484	1,334.79	At Maturity
22-Jan-20	500,000.00	1.6800%	National Australia Bank	A-1+	500,000.00	4-Sep-19	501,334.79	538483	1,334.79	At Maturity
5-Feb-20	500,000.00	2.1000%	AMP Bank	A-2	500,000.00	7-Aug-19	502,473.97	538374	2,473.97	At Maturity
12-Feb-20	500,000.00	1.7500%	National Australia Bank	A-1+	500,000.00	14-Aug-19	501,893.84	538390	1,893.84	At Maturity
11-Mar-20	500,000.00	1.7700%	National Australia Bank	A-1+	500,000.00	8-Aug-19	502,060.96	538376	2,060.96	At Maturity



Investment Holdings Report



CITY COUNCIL

Term Deposits										
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon <sub>Reference</sub> Frequency
18-Mar-20	500,000.00	1.9000%	AMP Bank	A-2	500,000.00	13-Sep-19	501,275.34	538527	1,275.34	At Maturity
8-Apr-20	500,000.00	1.7500%	National Australia Bank	A-1+	500,000.00	8-Aug-19	502,037.67	538377	2,037.67	At Maturity
22-Apr-20	500,000.00	1.7500%	AMP Bank	A-2	500,000.00	23-Oct-19	500,215.75	538624	215.75	At Maturity
5-Aug-20	500,000.00	2.0000%	AMP Bank	A-2	500,000.00	7-Aug-19	502,356.16	538375	2,356.16	At Maturity
	8,000,000.00	2.1462%			8,000,000.00		8,073,690.66		73,690.66	



Accrued Interest Report - October 2019



CITY COUNCIL

Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
<u>Cash</u>									
Westpac Group	473409	Cheque	1,181,515.81			360.46	31	360.46	.43%
Westpac Group	535442	90d Notice	6,816,808.01			11,655.23	31	11,655.23	2.09%
Cash Total						12,015.69		12,015.69	1.87%
Managed Funds									
Cash Fund	535329		7.91	29-May-17			31	0.01	1.50%
Medium Term Growth Fund	536441		2,035,610.54	12-Feb-18			31	3,060.98	1.79%
Long Term Growth Fund	536442		4,117,039.21	09-Feb-18			31	15,617.36	4.58%
Managed Funds Total								18,678.35	3.64%
Term Deposits									
AMP Bank	538032		500,000.00	06-Jun-19	03-Oct-19	3,749.32	2	63.02	2.30%
Credit Union Australia	537401		500,000.00	07-Dec-18	09-Oct-19	11,946.58	8	312.33	2.85%
National Australia Bank	537462		500,000.00	09-Jan-19	09-Oct-19	10,284.25	8	301.37	2.75%
AMP Bank	537640		500,000.00	13-Mar-19	16-Oct-19	8,323.29	15	575.34	2.80%
AMP Bank	537968		500,000.00	22-May-19	23-Oct-19	5,063.01	22	723.28	2.40%
AMP Bank	537989		500,000.00	29-May-19	30-Oct-19	4,852.05	29	913.69	2.30%
Credit Union Australia	537402		500,000.00	07-Dec-18	06-Nov-19		31	1,231.50	2.90%
National Australia Bank	537473		500,000.00	16-Jan-19	13-Nov-19		31	1,172.06	2.76%
AMP Bank	537632		500,000.00	11-Mar-19	20-Nov-19		31	1,189.04	2.80%
AMP Bank	537936		500,000.00	08-May-19	27-Nov-19		31	1,061.64	2.50%
AMP Bank	537937		500,000.00	08-May-19	04-Dec-19		31	1,061.64	2.50%
Credit Union Australia	537403		500,000.00	07-Dec-18	11-Dec-19		31	1,231.50	2.90%
National Australia Bank	538602		500,000.00	09-Oct-19	08-Jan-20		23	504.11	1.60%



Accrued Interest Report - October 2019

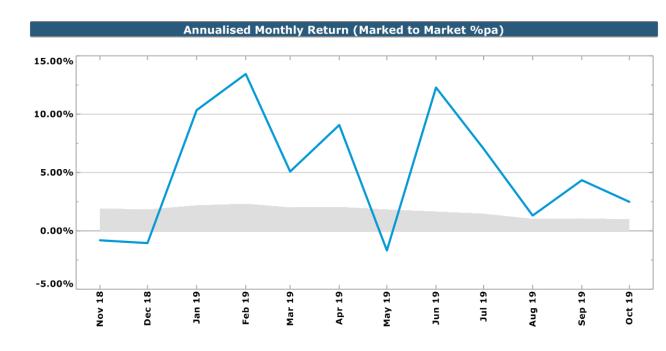
# BRDKEN HILL

Investment	Deal No.	Ref	Face	Settlement	Maturity	Interest	Days	Interest	Percentage
Investment	Deal No.	Ker	Value (\$)	Date	Date	Received (\$)	Days	Accrued (\$)	Return
National Australia Bank	538484		500,000.00	04-Sep-19	15-Jan-20		31	713.42	1.68%
National Australia Bank	538483		500,000.00	04-Sep-19	22-Jan-20		31	713.42	1.68%
AMP Bank	538374		500,000.00	07-Aug-19	05-Feb-20		31	891.78	2.10%
National Australia Bank	538390		500,000.00	14-Aug-19	12-Feb-20		31	743.16	1.75%
National Australia Bank	538376		500,000.00	08-Aug-19	11-Mar-20		31	751.64	1.77%
AMP Bank	538527		500,000.00	13-Sep-19	18-Mar-20		31	806.85	1.90%
National Australia Bank	538377		500,000.00	08-Aug-19	08-Apr-20		31	743.15	1.75%
AMP Bank	538624		500,000.00	23-Oct-19	22-Apr-20		9	215.75	1.75%
AMP Bank	538375		500,000.00	07-Aug-19	05-Aug-20		31	849.31	2.00%
Term Deposits Total						44,218.50		16,769.00	2.23%
						56,234.19		47,463.04	2.49%









Portfolio Annualised Return

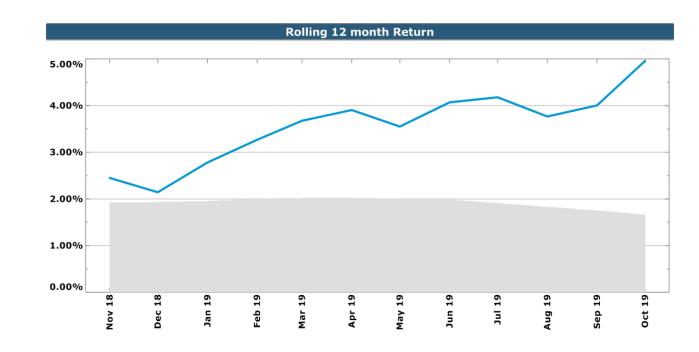
AusBond BB Index Annualised Return

Historical Performance Summary						
	Portfolio	AusBond BB Index	Outperformance			
Oct 2019	2.49%	0.95%	1.54%			
Last 3 Months	2.69%	0.99%	1.70%			
Last 6 Months	4.16%	1.30%	2.86%			
Financial Year to Date	3.77%	1.10%	2.67%			
Last 12 months	4.96%	1.65%	3.31%			





Investment Performance Report



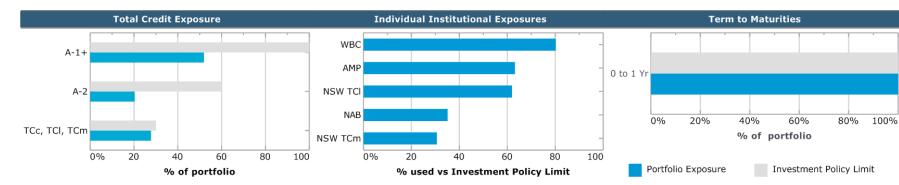
AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return

Historical Performance Summary (actual)						
	Portfolio	AusBond BB Index	Outperformance			
Oct 2019	0.21%	0.08%	0.13%			
Last 3 Months	0.67%	0.25%	0.42%			
Last 6 Months	2.08%	0.65%	1.43%			
Financial Year to Date	1.25%	0.37%	0.88%			
Last 12 months	4.96%	1.65%	3.31%			





Investment Policy Compliance Report



	Credit Rating	Face Value (\$)		Policy Max	
Short Term	A-1+	11,498,324			
		11,498,324	52%	100%	~
Short Term	A-2	4,500,000			
		4,500,000	20%	60%	~
Short Term	TCc	8			
Short Term	TCI	4,117,039			
Short Term	TCm	2,035,611			
		6,152,658	28%	30%	~
		22,150,981	100%		

	% use Invest Policy	ment
Westpac Group (A-1+, AA-)	80%	~
AMP Bank (A-2, BBB+)	63%	~
NSW T-Corp (LT) (TCI)	62%	~
National Australia Bank (A-1+, AA-)	35%	~
NSW T-Corp (MT) (TCm)	31%	~
Credit Union Australia (A-2, BBB)	18%	~
NSW T-Corp (Cash) (TCc)	0%	~

	Face Value (\$)		Policy Max		
Between 0 and 1 Year	22,150,981	100%	100%	~	
	22,150,981				
Detailed Maturity Profile	v	Face alue (\$	-		
00. Cash + Managed Funds	14	,150,98	1 64	%	
01. Less Than 30 Days	2	,000,000	09	%	
02. Between 30 Days and 60 Da	ays 1	,000,000	0 5	%	
03. Between 60 Days and 90 Da	ays 1	1,500,000		7%	
04. Between 90 Days and 180 [	Days 3	,000,000	0 14	%	
05. Between 180 Days and 365	Days	500,000	0 2	%	
	22,:	150,98	1		

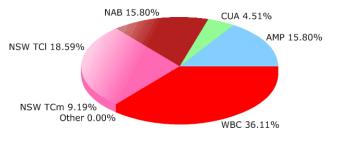


Individual Institutional Exposures Report



#### Individual Institutional Exposures Individual Institutional Exposure Charts 10,000,000 Portfolio Investment **Parent Group Credit Rating** Exposure (\$) Policy Limit (\$) 8,000,000 AMP Bank A-2, BBB+ 3,500,000 5,537,745 6,000,000 Credit Union Australia A-2, BBB 1,000,000 5,537,745 National Australia Bank A-1+, AA-3,500,000 9,967,942 4,000,000 NSW T-Corp (Cash) TCc 8 6,645,294 2,000,000 TCI 6,645,294 NSW T-Corp (LT) 4,117,039 0 NSW T-Corp (MT) TCm 2,035,611 6,645,294 AMP CUA NAB Westpac Group A-1+, AA-7,998,324 9,967,942 22,150,981







# **Broken Hill City Council**

Cash Flows Report

ansaction Date	Deal No.	Cashflow Counterparty	Asset Type	<b>Cashflow Description</b>	Cashflow Received
3-Oct-19	538032	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	3,749.32
				Deal Total	503,749.32
				Day Total	503,749.32
9-Oct-19	537401	Credit Union Australia	Term Deposits	Maturity Face Value - Received	500,000.00
		Credit Union Australia	Term Deposits	Interest - Received	11,946.58
				Deal Total	511,946.58
	537462	National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposits	Interest - Received	10,284.2
				Deal Total	510,284.2
	538602	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				Deal Total	-500,000.00
				Day Total	522,230.82
16-Oct-19	537640	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	8,323.29
				Deal Total	508,323.29
				Day Total	508,323.29
23-Oct-19	537968	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	5,063.03
				Deal Total	505,063.01
	538624	AMP Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				Deal Total	-500,000.00
				Day Total	5,063.0
30-Oct-19	537989	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	4,852.0
				Deal Total	504,852.0
				Day Total	504,852.05
				Net Cash Movement for Period	2,044,218.49





# **Broken Hill City Council**

Cash Flows Report

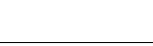
Next Month Casl	hflows				
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
6-Nov-19	537402	Credit Union Australia	Term Deposit	Maturity Face Value - Received	500,000.00
		Credit Union Australia	Term Deposit	Interest - Received	13,268.49
				Deal Total	513,268.49
				Day Total	513,268.49
13-Nov-19	537473	National Australia Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposit	Interest - Received	11,380.27
				Deal Total	511,380.27
				Day Total	511,380.27
20-Nov-19	537632	AMP Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposit	Interest - Received	9,742.47
				Deal Total	509,742.47
				Day Total	509,742.47
27-Nov-19	537936	AMP Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposit	Interest - Received	6,952.05
				Deal Total	506,952.05
				Day Total	506,952.05
				Net Cash Movement for Period	2,041,343.29





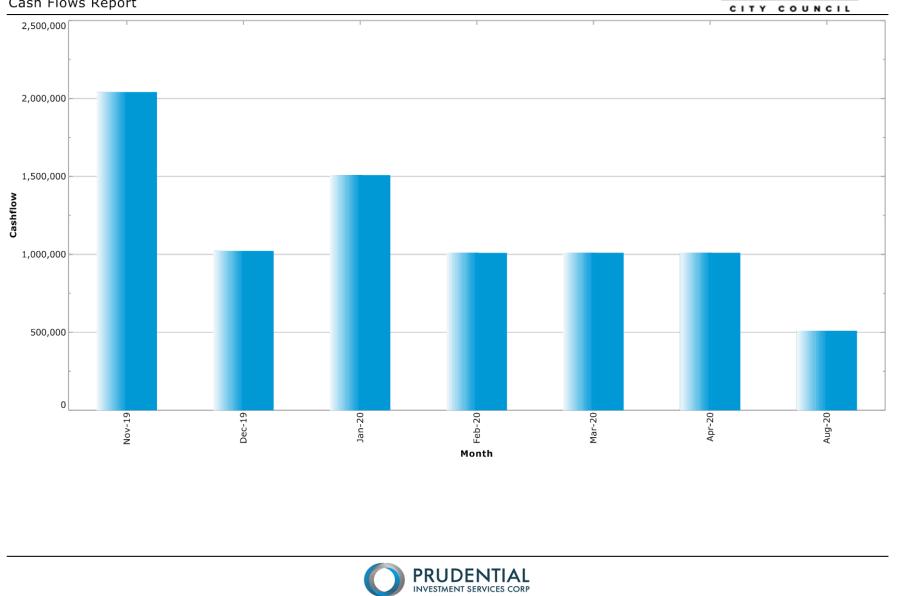


# **Broken Hill City Council**



BROKEN HILL





Attachment 1 October 2019 Investment Report

ORDINARY MEETING OF THE COUNCIL

November 13, 2019

# **ITEM 12**

# BROKEN HILL CITY COUNCIL REPORT NO. 198/19

# SUBJECT:MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO398 HELD WEDNESDAY NOVEMBER 6, 201911/397

# Recommendation

- 1. That Broken Hill City Council Report No. 198/19 dated November 13, 2019, be received.
- 2. That the minutes for the Local Traffic Committee Meeting No.398 held November 6, 2019 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 meeting held November 6, 2019 which details recommendations to Council for consideration and adoption.

# **Strategic Direction:**

Key Direction:	4.	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

# **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. J Minutes - Local Traffic Committee - Meeting No 398, 6 November 2019

ANTHONY MISAGH CHIEF OPERATIONS OFFICER

JAMES RONCON GENERAL MANAGER

# LOCAL TRAFFIC COMMITTEE MINUTES OF MEETING NO 398

Held 2pm Wednesday, 6 November 2019 First Floor Meeting Room - Council Administration Building

Acting Chairperson Raji Navis, Strategic Asset Manager opened the meeting at 2.03pm and welcomed all representatives present.

#### 398.1 Present

Raji Navis Biebek Bhattarai Marion Browne David Vant Peter Beven David Gallagher Michael Williams	Acting Chairperson/Strategic Asset Manager Infrastructure Projects Engineer Councillor Roads and Maritime Services (RMS) Representative Local Member's Representative NSW Police
Michael Williams	Country University Centre Far West
Emily Bogucki	Minute Secretary/Administration Officer

#### 398.2 Apologies

Joe Sulicich	Roads and Maritime Services (RMS) Representative
Inspector Yvette Smith	NSW Police
Anthony Misagh	Chief Operations Officer/Chairperson

#### 398.3 Disclosure of interest -

• David Gallagher partner on the board of Country of Universities.

#### 398.4 Adoption of previous minutes

Previous minutes of meeting No 397 held 8 October 2019 were confirmed via online voting as follows:

Adopted: Moved: Peter Bevan

Second: David Vant

#### 398.5 Council Resolutions

The following Committee Recommendations were adopted by Council at its meeting held October 2019.

 ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 175/19 - DATED OCTOBER 10, 2019 

 MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 397 HELD TUESDAY OCTOBER

 8, 2019
 11/397

Resolved

1. That Broken Hill City Council Report No. 175/19 dated October 10, 2019, be received.

)

)

2. That the minutes for the Local Traffic Committee Meeting No.397 held October 8, 2019 be received.

RESOLUTION

Minute No. 1 Councillor M. Browne moved Councillor B. Licul seconded

CARRIED UNANIMOUSLY

Local Traffic Committee Minutes Meeting No 398

Page 1 of 12

# 398.6 Correspondence In

ltem No.	EDRMS No.	Details
398.6.1	D19/50355	Installation of a Disability Park – Dylan Stone
Discussion Notes		Discussion held around the installation of a disabled ramp near the Hearing Centre in Argent Street.
		Possible idea discussed included modifying the ramp in front of the Demo and bringing up to compliance standards, creating two disabled parking spots across from the Hearing Centre and creating a break in the medium strip so that people can access the whole street.
		This raised safety concerns as there is no disabled park therefore you would have to unload the vehicle in the street. Also, people would be crossing at an undesirable location as they would have to walk behind cars to cross the street. Is the medium strip wide enough to fit someone in a wheelchair or multiple pedestrians.
		Most people who have access to NDIS have access to the rear of the of the vehicle which means under current arrangement they will be unloading on to the traffic side which doesn't meet the NDIS.
		Does this mean that we are actually encouraging unsafe behaviour? We are creating a crossing point which isn't a crossing and people will not be looking for pedestrians.
		Discussion held around the Disability Inclusion Action Plan and the community consultation conducted. It was identified that the community were not able to identify where they wanted to cross in Argent Street however stated there was nowhere to cross the street.
		Other suggestions made were to have rear end parking or making a section of the area parallel parking to ensure safety. To prevent people unloading in the through line. Rear end parking would be difficult as it has to be a 90-degree park which is more than likely not possible in this area.
		Discussion around placement, ideally it needs to be at the start or the end of a block, not the middle.
		A parking audit needs to be conducted to identify where the current disabled parks are and what additional parking needs to be created. It would also be handy to know which disabled parks are compliant and which do not comply.
		Identify which part of agent street needs to undergo a DIAP audit.
Recommendation	n	Provide a response to Dylan stating that at this time, the LTC are unable to install a ramp due to possible additional safety concerns. Include David Vant's contact details in letter for additional information.

Local Traffic Committee Minutes Meeting No 398

Page 2 of 12

#### 398.7 Correspondence Out

Item No.	EDRMS No.	Details
398.7.1	D19/47396	Installation of a speed bump in Iodide Lane – Graham Nadge
398.7.2	D19/47396	Installation of a stop sign at the Garnet and Blende Street Intersection – Lorenzo Benedetti
398.7.3	D19/47324	Invitation to attend LTC – Country Universities Centre Far West

#### 398.8 General Business

ltem No.	EDRMS No.	Details
398.8.1		Next traffic meeting formally address the request to install a give way sign on the corner of Marks and Kaolin Streets, to support the current traffic arrangements at that T intersection.
Discussion Notes		
Recommendation	ı	All in favour of installing a giveway sign and a TB line – recommendation to be provided to Council.
Item No.	EDRMS No.	Details
398.8.2		Re-establishment of Alcohol-Free Zones – Alan Lawrance
Discussion Notes		
Recommendation		Noted by Committee.

# 398.9 Action Item List

ltem No.	380.6.1
EDRMS No.	D18/13851, D18/13854
CRM No.	N/A
Responsible Officer	Council's Chief Operations Officer, Anthony Misagh
Current Status	Pending – October 2018
Date	Item Details

Local Traffic Committee Minutes Meeting No 398

Page 3 of 12

April 2018 Wright and Warnock Streets Intersection - traffic safety concerns. Date Committee Recommendation/s N/A April 2018 The Committee recommend that Council order and install temporary speed July 2018 humps at Wright and Warnock Streets Intersection for a trial period. Recommendation Moved: Council (David Zhao) Recommendation Seconded: RMS, NSW Police and Local Member's Representative noted 'all for'. Against: Nil Action Date **Running Actions** April 2018 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. 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 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 Warnock Streets intersection. The Committee agree that this may be a suitable option. 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. A Council Officer will to contact the proponent to discuss other possibly safety infrastructure such as bollards. May 2018 A Council Officer will to contact the proponent to discuss other possibly safety infrastructure such as bollards. Council's Asset Planner Transport, James Druitt advised the Committee that he has undertaken several conversations with the proponent to try and find possible feasible solutions to resolve this matter. The Committee discussed that incident history in this area is rare and current infrastructure in place is considered adequate. Council's Infrastructure Projects Engineer, David Zhao suggested highway barrier/chevron crash barrier as a final possible option to resolve this matter. Council's Asset Planner Transport, James Druitt to look into cost associated. June 2018 Councillor Browne queried Council's Infrastructure Projects Engineer, David Zhao if there was any consideration given to works relating to removal of the S-Bend section on Warnock Street. David Zhao advised no, not at this stage.

Local Traffic Committee Minutes Meeting No 398

Page 4 of 12

July 2018	The Committee discussed the crash history in this area with minimal incidents noted. Councillor Browne queried the option of speed humps, Council's Infrastructure Projects Engineer, David Zhao will now investigate the options and costing of speed humps.
	The Committee discuss this request and its discussion history.
	The Committee recommend that Council order and install temporary speed humps at Wright and Warnock Streets Intersection for a trial period.
August 2018	Pending as per July 2018.
September 2018	Council have received the July 2018 recommendation with no objections noted. Council's Works Engineer, Daniel Morris will arrange for a plan to be drafted in relation to the location for the temporary installation. The draft plan will be provided to the Committee for comment.
October 2018	Pending - Council's Works Engineer, Daniel Morris to provide draft plans.
November 2018	Council's Works Engineer, Daniel Morris provided plans for speed humps. The Committee commented, they would like the plan amended to move the speed humps from in front of the Central Football Club to the S bend closer to the Warnock Street Depot.
	Daniel Morris to provide amended plan for further review.
December 2018	Pending
February 2019	Two speed humps to be installed towards the first bend of Warnock Street and another just after.
March 2019	The proposed speed humps are going to affect a lot of 'working crews' using heavy machinery and trucks.
	Discussion held that there has only been one formal complaint lodged to Council. Suggestion that bollards be installed as a second option.
	Committee have decided to change solution to guard rails instead of speed humps. Chairperson, David Zhao to look into the budget.
April 2019	Chairperson, Michael Cain to follow up with Council's new Infrastructure Projects Engineer and report back to LTC.
May 2019	
June 2019	
July 2019	Still waiting for an Engineer to be employed – action to remain ongoing.
August 2019	
September 2019	
October 2019	Email to be sent to Council's Projects Engineer, Bibek to look into and provide feedback at next LTC meeting.

Local Traffic Committee Minutes Meeting No 398

Page 5 of 12

#### MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 398 HELD WEDNESDAY NOVEMBER 6, 2019

November 2019	Letter to be sent to properties affected by the intersection and ask if there are still issues. If no responses provided by next LTC meeting, item to be closed.
ltem No.	392.6.4
EDRMS No.	D19/18743
CRM No.	
Responsible Officer	Council's Chief Operations Officer, Anthony Misagh
Current Status	Pending
Date	Item Details
May 2019	Broken Hill Aquatic Centre Disabled Parking
Date	Committee Recommendation/s

Action Date	Running Actions
May 2019	Chairperson, Michael Cain advised that previously the Committee has not found this request to be justified however is unsure of a simpler solution. The walkway utilised to access the Aquatic Centre is down further where the disabled parking is currently located. If we move the parks to the corner, people will still have a distance to walk. We would have to take out 3 standard parks to put in the disabled park and there would still be no ramps or walkways.
	RMS, David Vant sought clarification if any changes had been made?
	Michael Cain advised that no changes had previously been made and the concerns raised are in regard to how far the walk is from the disabled parks to the Aquatic Centre.
	Councillor Marion Browne suspects this issue will be raised at Council. To make changes to the current parking, the bus zone would have to be moved, I am not sure how many people use the bus service?
	Discussions held around the Bus Zone and who utilises this parking space. It was identified as the drop off/pick up zone for and the local bus service.
	Councillor Marion Browne, if we could explore the option of moving the bus stop to across the road. Most of the people June is talking about would be coming by car not the town bus. It is probably easier for kids to cross the road as they are in a controlled group environment.

Local Traffic Committee Minutes Meeting No 398

Page 6 of 12

David Vant clarified the location of the bus stop, which is on McCulloch Street. Questions raised in relation to the kerbs and if the bus zone was moved then kerbed ramps would have to be created for the disabled parks. The requests submitted to LTC is for 3 disabled parking spaces, is this achievable? Councillor Marion Browne advised that it is the users of the hydro pool that they are concerned about. They are using the pool to increase mobility and therefore do have difficulties accessing the Centre. Committee agreed this matter must be handled carefully and investigations into solutions need to be conducted. Chairperson, Michael Cain to contact Bus Link regarding the possibility of changing their bus route and conducted investigations regarding spacing etc. and report back at the next LTC. June 2019 Chairperson, Michael Cain spoke with the bus company and they were not supportive of moving the bus stop as there is a lot of work involved for this to happen. The company have asked that in fact the bus zone be extended to the end of the street, as it is at times hard for the bus to get out, as cars park directly in front of the stop. Michael also had a conversation with Danielle, Assist Manager of the Aquatic Centre and they were not happy to reduce the unloading zone as it is used by parents dropping kids. They had concerns about children having to cross the road. A lot of disabled people use the Taxi service which utilises the drop off zone. YMCA point of view is that they didn't want changes directly out front but are happy to make changes in the car park. There are disabled parks located further down however one is located directly in front of the ambulance gate. This will need to be removed and made a 'no parking zone', to allow ambulance access. Currently if an ambulance is called and someone is parked there, the YMCA have to locate the owner of the vehicle to have it moved. On the other side of the carpark there are two oversized parks which can easily be changed into disabled parks by putting symbols on the road. They would have to utilise the nearby crossings to cross the carpark. Map of proposed changes to be forwarded to the Committee for their review. Chairperson, Michael Cain to contact June Page and Councillor Page to discuss proposed changes and gain their feedback. An update to be provided at the next meeting. July 2019 Chairperson, Michael Cain provided the Committee with a draft plan of proposed changes to the carparking area at the Aquatic Centre. No changes to be made to the drop off point as it is used frequently. The taxi zone will also remain the same due to high usage including disabled people. Green area marked on plan is a disabled carpark which needs to be removed as it is currently blocking access to the Emergency Entrance for Emergency Vehicles. Proposal of two new disabled carparks (highlighted in yellow) and the possibility of one at the very other end of the carpark which is a larger park which could easily be changed to a disabled park.

Local Traffic Committee Minutes Meeting No 398

Page 7 of 12

	the desired A reflected to an end of the statement of the	
	In total 1 disabled carpark will be removed but the option to create 6 new disabled parks.	
	Bus stop to be extended as vehicles park in front of the bus zone which restricts access for the bus to be able to get in and out. Enforcement of parking changes will need to occur for the first couple of months.	
	Chairperson, Michael Cain to show/discuss with YMCA proposed plan as well as June Page and gain their feedback.	
	This issue was raised at the Disability Inclusion Action Plan meeting held last week and nobody had any objections. Council are also looking at putting a walkway in near the park.	
	Committee to be prepared for some criticism as the disabled parks are across the carpark however this still reduces walking distance as alternative is to have them down the other end.	
	Committee happy with proposed changes, Michael Cain to get Manager approval and the submit report to Council.	
August 2019		
September 2019	Report to be provided by Council's Chief Operations Officer, Anthony Misagh.	
October 2019	Reports to be submitted by Council's Chief Operations Officer, Anthony	
November 2019	Misagh for review and discussion at the next LTC meeting.	
Item No.	397.6.1	
EDRMS No.	D19/43779	
CRM No.		
Responsible Officer	Council's Chief Operations Officer, Anthony Misagh	
Current Status	Pending	
Date	Item Details	
October 2019	Angle parking at taxi rank outside the Theatre Royal Hotel – Point to Point Transport Commission	
Date	Committee Recommendation/s	

Local Traffic Committee Minutes Meeting No 398

Page 8 of 12

October 2019 After an assessment by the Point to Point Transport Commission (regulator for taxi's and hire vehicles in NSW) there were concerns regarding the angled parks directly in front of the Theatre Royal Hotel operating as taxi bays during the hours of 9pm and 3am Friday and Saturday nights. Discussion around suggested safety concerns about potential blind spots when taxis are reversing and suggested solution to change the 5 parking spots from angled parking to parallel parking for Friday and Saturday nights. The suggested parallel parking raised questions about how the new parks would fit amongst angled parks and if all the parallel parks were utilised and the angled parks before and after this section, could this be a potential risk for the taxis reducing their turning space and ability to get out. The parallel parking would only create 2 parking spots therefore reducing the available parking. Point to Point suggested the parking spots be marked by cones during hours of operation, this places possible pressure on Council to be responsible on Friday and Saturday nights to mark out the area. Committee didn't believe there had been any previous concerns regarding parking in this area or accidents caused due to blind spots. They couldn't see a difference between a taxi backing out or a normal vehicle. RMS, David Vant advised this style of parking arrangement had happened in two other locations being Dubbo and Orange. He suggested contacting either Dennis Valentine at Dubbo Council or Jason Pheakstone at Orange Council. Both Council's would have had to create a traffic management plan for the installation of parallel parking. David suggested if Broken Hill City Council wanted to go down this path, instead of reinventing the will, speak to either of the above Council's. Local Member Representative, Peter Bevan discussed current parking behaviours in Argent Street. Normally when someone is travelling along Argent street, even if they don't want the carpark, they normally indicate to the driver backing out that they can come out. He presumed the same thing would happen for taxis. Discussion around the operation of the parallel parking bay, being that taxis would park in a location nearby and then just drive in, pick up their passenger and drive back out. It would be a rather quick stop. Discussion that if the parks are still signed as angle parks can it be signed as parallel parking as well? If the proposed parking goes through the LTC process and a traffic management plan is created, then it can be implemented. Signage would need to be installed to reflect the parking arrangements. Contact with either Dubbo or Orange Council's would be handy regarding wording of signs. Another suggestion was to mark yellow lines at the end of the current angled parks and then sign according to what the parking arrangements are within what times. The traffic management plan with Dubbo and Orange, does include coning as we would be unable to mark with yellow lines. Moving forward, discussions with the hotel and taxis company would need to happen. Possible discussion with Dubbo and Orange first to get an idea of the process and how it operates and then if this is what Council wants to do. Changing the angled parks to parallel will reduce parking however will not have as a huge of an impact at night as it would during the day. Ideally it be

Local Traffic Committee Minutes Meeting No 398

Page 9 of 12

	cleaner to change all 6 parks to parallel. In general, it is not ideal to mix angled and parallel parks.
	Discussion around possibility of putting parking bay at the start or the end of the hotel instead, however given the hotels location is in the middle of the block this would not be possible. There is already a taxi bay located further down which has parallel parking. However not having a taxi bay directly in front of the hotel may be an issue for patrons and the hotel as they would need to walk roughly 100ms.
	Suggestion to utilise a space near town square for a taxi bay.
	LTC discussed the possible of a night-time inspection to see how busy the area actually is.
	Possibility of widening the current parks and have 4 parks instead of 5 making it more visible. It is not visibility for cars but for the pedestrians.
	Question raised that if Council were not to go ahead with this recommended change, would this make Council liable if an accident were to Occur?
	RMS, David Vant advised that if the issue goes through the LTC formal process including investigations and collation of data, Council would be unblameworthy.
	Alan Lawrence and Anthony Misagh to have discussions with the taxi companies and the Theatre Royal Hotel and provide a report at the next LTC meeting.
November 2019	Develop a Traffic Management Plan to be provided at the next LTC.
	Report to be provided by Chief Operations Officer, Anthony Misagh regarding consultation with Taxi companies, The Theatre Royal Hotel and the Police.
ltem No.	397.6.1
EDRMS No.	D19/45434
CRM No.	

Council's Chief Operations Officer, Anthony Misagh

Crystal Street Parking Sign Time Modification Request - Country University

Local Traffic Committee Minutes Meeting No 398

Pending

Centre

Item Details

Committee Recommendation/s

**Responsible Officer** 

**Current Status** 

October 2019

Date

Date

Page 10 of 12

Action Date	Running Actions				
October 2019	Proposal to change a section of 2-hour parking on Crystal Street to 4-hour parking.				
	Discussion around location of parking and current timed areas including the 2- hour parking near town square. Suggestion of moving the parks more south.				
	LTC identified who would be affected by the changed parks including the businesses located along Crystal Street i.e. Chinese Restaurant and Hotel.				
	The extended time parking could attract employees form the health hub to park in these areas.				
	The 2-hour parking has been created fairly recently and the idea of implementation was to maintain the flow of traffic throughout this area. Possibility that 3 or 4-hour parks would suit the communities needs better.				
	Another suggestion was a parking permit scheme however this would need to be administered by Council which would be a full-on job.				
	Discussion around reducing the number of proposed 4-hour parks requested, as exams would be scattered and therefore not all students would be trying to park at once.				
	The letter indicates students with mobility difficulties using those spaces, so instead they could be needing disabled parking. To install disabled parks, designs would need to be created.				
	LTC agreed that it would be best to gather more information regarding the university's exact needs. As increasing parking to 4-hour parks will mean students will come and stay rather than come and go therefore the frequency of available parks would reduce.				
	Letter to be sent to University, requesting them to attend the next Local Traffic Committee Meeting to identify their exact needs before the Committee provides a possible solution.				
November 2019	Michael Williams, Country Universities Centre Far West attended the LTC meeting to discuss the possibility of increasing a section of the timed parking in a Crystal Street from 2 hours to 4 hours.				
	Students are currently parking in the 2 hour parking which causes issues when exams are being held as they normally run for more then 2 hours. This adds extra stress to the students, as they are not allowed to leave during their exam to move their park. Exams are scheduled from 7.30am to 6pm.				
	There is no difficulty in finding a park however the duration is not suitable.				
	Originally the 2 hour parking was implemented to maintain the flow of traffic with the Health Hub opening.				
	Michael agreed the minimum amount of spaces they would require access to is 6. They understand that these parks would not be reserved for the university and available for the public.				
	Discussion around possible solutions:				
	<ol> <li>Parking on the footpath section of the train station to be increased to 4 hours</li> <li>Section in front of the train station on Crystal Street to be increased to 4 hour parking</li> </ol>				
ocal Traffic Committee	Page 11 of 12				

Local Traffic Committee Minutes Meeting No 398

Page 11 of 12

3. University to contact the Musicians Club and see if they can lease/sponsor some carparks

Michael to speak to the Musicians Club and update the Local Traffic Committee on the possibility of utilising some space in their carpark.

Infrastructure Engineer to review the possibilities option 1) Parking on the footpath section of the train station to be increased to 4 hours and Option 2) Section in front of the train station on Crystal Street to be increased to 4 hour parking and provide pros and cons in the next LTC for the committee to make a decision.

Next Meeting Date - Tuesday, 3 December 2019 (2pm to 3.30pm).

398.11 Meeting Closed - 4.45pm

Local Traffic Committee Minutes Meeting No 398

Page 12 of 12

# ORDINARY MEETING OF THE COUNCIL

November 14, 2019

# **ITEM 13**

BROKEN HILL CITY COUNCIL REPORT NO. 199/19

SUBJECT: ACTION LIST REPORT

<u>11/21</u>

# **Recommendation**

1. That Broken Hill City Council Report No. 199/19 dated November 14, 2019, 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 Council Meetings and Extraordinary Council Meetings; 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:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

# **Relevant Legislation:**

Local Government Act 1993

# Financial Implications: Nil

- 1. J Action List Ordinary Council Meetings
- 2. J Action List Extraordinary Council Meetings

JAMES RONCON GENERAL MANAGER

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING	FURTHER REPORT REQUIRED		SUBJECT
Ordinary Meeting of the Council 27 September 2017	False	Confidential Ma	tters
FROM BROKEN HILL SC PLAYGROUND AND OU (General Manager's Not 10A(2) (c) of the Local Go	CHOOL OF THE AIR TDOOR AREA - CO <u>e</u> : This report consic overnment Act, 1993	- USE OF PA <b>NFIDENTIAL</b> lers a licence a which provide	8/17 - DATED SEPTEMBER 11, 2017 - APPLICATION RT OF QUEEN ELIZABETH II PARK AS A 12/180 agreement and is deemed confidential under Section is for information that would, if disclosed, confer a is conducting (or proposes to conduct) business).
RESOLUTION			
Minute No. 45655 Councillor C. Adams mov Councillor J. Nolan secon	,		<ol> <li>That Broken Hill City Council Report No. 178/17 dated September 11, 2017, be received.</li> </ol>
		2	<ol> <li>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> </ol>
		3	<ol><li>That the licence agreement be for a period of 20 years.</li></ol>
		2	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.
		Ę	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.
		(	<ol> <li>That all other standard licence agreement terms apply.</li> </ol>
		7	<ol> <li>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> </ol>
		٤	<ol> <li>That the Mayor and General Manager be authorised to execute the licence documents under the Common Seal of Council.</li> </ol>
		ç	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.
14 Nov 2019 - 4:35 PM - Leisa	Bartlett		CARRIED
Still awaiting return of signed l	cence		
17 Oct 2019 - 9:52 AM - Leisa B			
Following contact from Council, the Education and apologised for the		he Air has advised	I that she will chase the licence documents from the Department of
10 Sep 2019 - 10:18 AM - Georgi	na Falkner		
SOTA have advised that docume		e Department of E	Education.
20 Aug 2019 - 3:37 PM - Anthony	Misagh		

Page 1 of 17

#### Printed: Thursday, 14 November 2019 4:43:48 PM

	MEETING FURTHER REPORT REQUIRED	SUBJECT		
Waitin	g on response from SOTA.			
04 Jul	2019 - 1:50 PM - Leisa Bartlett			
Licenc	ce documents with SOTA for signature.			
12 Jur	n 2019 - 10:54 AM - Georgina Falkner			
Docun	nents being signed and sealed.			
	y 2019 - 10:37 AM - Georgina Falkner			
Counc	il's solicitors in the process of finalising draft licence for signing.			
	ar 2019 - 1:53 PM - Leisa Bartlett			
Schoo	P&C rep has been in contact with Council. Awaiting formal corr	espondence.		
	b 2019 - 1:49 PM - Leisa Bartlett			
	icence prepared, awaiting response from School of the Air to fina	ise licence.		
	c 2018 - 2:31 PM - Leisa Bartlett			
	cil has received approval advice from SOTA and Solicitors have b	een approached to commence drafting the licence agreement		
	c 2018 - 1:52 PM - Leisa Bartlett			
	of acceptance received from SOTA. Solicitor has been engaged	to draft up the license agreement		
	t 2018 - 5:06 PM - Leisa Bartlett	to drait up the notice agreentent.		
	ng advice from SOTA p 2018 - 12:07 PM - Leisa Bartlett			
	advice received from SOTA. Email reminder notice sent.			
	g 2018 - 3:29 PM - Leisa Bartlett			
	waiting advice from SOTA			
	y 2018 - 1:33 PM - Leisa Bartlett			
	reassigned to Francois VanDerBerg by: Leisa Bartlett			
	ar 2018 - 3:40 PM - Leisa Bartlett			
	advised that they are happy to proceed but are waiting for the Ed	Jucation Dept approval first.		
	b 2018 - 10:27 AM - Leisa Bartlett			
	reminder send to SOTA 15/2/18.			
02 No	v 2017 - 4:18 PM - Leisa Bartlett			
Schoo	ol's P&C Committee.	to enter a licence agreement with Council as the request came from the		
	ary Meeting of the False Reports			
	, ,	D. 59/18 - DATED APRIL 06, 2018 - COMPULSORY		
	QUISITION OF WARNOCK GOSSAN STREET ROA			
Res	olved:			
1.000	loived.			
1.	That Broken Hill City Council Report No. 59/18 date	d April 6, 2018, be received.		
	<ol> <li>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 <i>Roads Act 1993</i> and Section 186 of the <i>Local Government Act 1993</i>.</li> </ol>			
	That the acquisition be undertaken in accordance w <i>Compensation) Act 1991.</i>	ith the requirements of the Land Acquisition (Just Terms		
	That upon acquisition, Council to undertake required accordance with Section 7 of the <i>Roads Act 1993</i> .	d actions to open the subject road by registration of a plan in		
RES	SOLUTION			
Min	ute No. 45805			
Cou	uncillor C. Adams moved )			
		Page 2 of 17		

#### Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING FURTHER REPORT REQUIRED	SUBJECT
Councillor D. Gallagher seconded )	CARRIED
14 Nov 2019 - 4:35 PM - Leisa Bartlett	
Seeking legal advice from Council's Solicitors	
17 Oct 2019 - 9:54 AM - Leisa Bartlett	
Discussions being held with month with the Department of Crown Lands.	
20 Aug 2019 - 3:39 PM - Anthony Misagh	
Acquisition is on hold and most likely will not be going ahead at this point. I	t holds native title and it is getting somewhat expensive.
04 Jul 2019 - 1:51 PM - Leisa Bartlett	
no change in status	
14 Jun 2019 - 3:27 PM - Leisa Bartlett	
no change in status	
15 May 2019 - 10:41 AM - Georgina Falkner	an an taile an Alla Carana Baran Carathan Ing dan tanan di Martina Titla an tanàna kaominina
Crown Lands have advised they have no objection to receiving Proposed A application to OLG.	Acquisiton Notices. Investigating budget and Native Little prior to making
07 Mar 2019 - 1:55 PM - Leisa Bartlett	
No change, still awaiting response from Crown Lands.	
06 Feb 2019 - 1:51 PM - Leisa Bartlett	
In discussions with Crown Lands regarding Native Title.	
13 Nov 2018 - 9:26 AM - Leisa Bartlett	
Still awaiting OLG advice due to Native Title.	
09 Oct 2018 - 5:08 PM - Leisa Bartlett	
Awaiting OLG advice	
11 Sep 2018 - 4:40 PM - Leisa Bartlett	
No change, still awaiting advice from OLG.	
15 Aug 2018 - 3:32 PM - Leisa Bartlett	
MPDC advised - OLG advised that the land is subject to a Native Title Clain is waiting for further advice from OLG.	m and that compulsory acquisition cannot go ahead at this stage. Council
16 May 2018 - 9:45 AM - Leisa Bartlett	
In progress.	
Ordinary Meeting of the	
Council 31 October 2018 Paise Conlidential IV	
ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 1 PROPERTY - LOT 2 IN DEPOSITED PLAN 1067380 - CO (General Manager's Note: This report considers Sale of P (c) of the Local Government Act, 1993 which provides for in advantage on a person with whom the Council is conductin	Infidential         11/204           Property and is deemed confidential under Section 10A(2)         10A(2)           Information that would, if disclosed, confer a commercial         10A(2)
RESOLUTION Minute No. 45947	1. That Broken Hill City Council Report No. 184/18
Councillor M. Browne moved )	dated September 28, 2018, be received.
Councillor C. Adams seconded )	
	<ol> <li>That Council negotiate a new lease (with CPI increase) with the West Darling Machinery Preservation Society for use of 479 Crystal Street (Lot 2 in Deposited Plan 1067380)</li> </ol>
	<ol> <li>That the Mayor and General Manager be authorised to execute lease documents under the Common Seal of Council.</li> </ol>
	CARRIED

Page 3 of 17

#### Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING FURTHER REPORT REQUIRED	SUBJECT
14 Nov 2019 - 4:36 PM - Leisa Bartlett	
no change in status	
17 Oct 2019 - 9:55 AM - Leisa Bartlett	
The lease documents are still with the West Darling Machinery Preservation	Society to review and sign.
13 Sep 2019 - 12:00 PM - Leisa Bartlett	
Agreed changes made to lease which is with the West Darling Machinery P	reservation Society to review.
20 Aug 2019 - 3:42 PM - Anthony Misagh	
In progress with Solicitors	
04 Jul 2019 - 1:51 PM - Leisa Bartlett	
Solicitor finalising draft lease	
14 Jun 2019 - 3:20 PM - Leisa Bartlett	
Solicitor preparing draft lease, meeting being held with West Darling Machir to finalise lease.	ery Preservation Society on 20 June to update them and discuss matter
17 May 2019 - 3:31 PM - Leisa Bartlett	
Draft lease being prepared.	
07 Mar 2019 - 2:55 PM - Leisa Bartlett	
in progress	
16 Nov 2018 - 2:13 PM - Leisa Bartlett	
New lease being disucssed with tenant.	
Ordinary Meeting of the False Confidential M.	atters
ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 2	06/18 - DATED NOVEMBER 09, 2018 -
CONSOLIDATED BROKEN HILL HOLDINGS PROPOSED CONFIDENTIAL (General Manager's Note: This report considers a lease an Local Government Act, 1993 which provides for information on a person with whom the Council is conducting (or propos	11/218 nd is deemed confidential under Section 10A(2) (c) of the that would, if disclosed, confer a commercial advantage
Resolved	
1. That Broken Hill City Council Report No. 206/18 dated	November 9, 2018, be received.
<ol> <li>That Council consent to the proposed sublease of Airpo 12/1232493), consenting to Consolidated Broken Hill H Services Pty Ltd.</li> </ol>	ort 'Hangar 30' (also known as Lot 13, or part oldings subleasing the hangar to Consolidated Aviation
3. That the General Manager be authorised to negotiate the	ne terms and conditions of the sublease agreement.
<ol> <li>That Consolidated Broken Hill Holdings be responsible proposed sublease agreement.</li> </ol>	for any legal fees incurred by Council regarding the
<ol> <li>That the Mayor and General Manager be authorised to Common Seal of Council.</li> </ol>	sign and execute any required documents under the
RESOLUTIONMinute No. 45972Councillor B. Algate moved)Councillor J. Nolan seconded	CARRIED
14 Nov 2019 - 4:36 PM - Leisa Bartlett	
awaiting return of new set of lease documents.	
17 Oct 2019 - 9:55 AM - Leisa Bartlett	
The lease documents were re-issued to Consolidated Broken Hill Holdings	o sign and return to Council.
11 Sep 2019 - 4:11 PM - Leisa Bartlett	

Page 4 of 17

#### Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING	FURTHER REPORT REQUIRED	SUBJECT		
lease still with Consolidated Ho				
20 Aug 2019 - 3:43 PM - Antho	ony Misagh			
Waiting on consolidated to sign	n documents.			
04 Jul 2019 - 1:52 PM - Leisa	Bartlett			
Deed still with tenant for signat	ure.			
14 Jun 2019 - 3:28 PM - Leisa				
no change in status				
15 May 2019 - 10:38 AM - Geo	orgina Falkner			
Deed with tenant for execution	-			
07 Mar 2019 - 2:10 PM - Leisa	Bartlett			
matter still with Solicitor				
06 Feb 2019 - 1:53 PM - Leisa	Bartlett			
Matter is with Solicitors to prep				
05 Dec 2018 - 3:02 PM - Leisa				
GM advised: draft advice being				
Ordinary Meeting of the				
Council 20 February 2019	False	General Business		
ITEM 5 - AFTER-SCHO	OOL HOURS SPORTS	S PARTICIPATION (GB1/19) 11/161		
RESOLUTION Minute No. 46004 Councillor T. Kennedy r Councillor B. Algate sec		) 1. That Broken Hill City Council contacts Kate Hog President of Barrier Primary School Sports Association; sporting bodies in Broken Hill and Broken Hill Health Service, advising that participation of Broken Hill children in all after- school sports activities is around 50%, well belo the State participation rate of 68% and that as a Council we are interested in getting the participation rate up to the same participation rate or better than the rest of the State.	the ow a	
14 Nov 2019 - 4:07 PM - Leisa	a Bartlett		-	
Awaiting reply from new Hea	Ith Service CEO.			
21 Oct 2019 - 9:10 AM - Leisa	Bartlett			
Contact made with new Broker	h Hill Health Service CEO, M	Melissa Welch on 10/10/19. Awaiting reply.		
13 Sep 2019 - 11:50 AM - Leis	a Bartlett			
DC advised: Contact will be m	ade with the Health Service	e CEO regarding Council's correspondence.		
18 Jul 2019 - 9:20 AM - Leisa	Bartlett			
DC advised: still awaiting resp	onse from Health Departme	ent.		
14 Jun 2019 - 4:29 PM - Leisa	14 Jun 2019 - 4:29 PM - Leisa Bartlett			
DC advised: still awaiting response from Health Department.				
16 May 2019 - 8:24 AM - Razija Nu'man				
Response received. Awaiting response from Health where meeting will be called to discuss.				
14 Mar 2019 - 4:45 PM - Leisa Bartlett				
Letter has been sent to Kate Hogg.				
07 Mar 2019 - 2:13 PM - Leisa Bartlett				
letter being drafted to Kate Hog participation of children in Brok		resolution and requesting a further conversation to be held to discuss sporting		

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETIN		THER REPORT REQUIRED		SUBJECT
Ordinary Meeting of Council 29 May 201		False	Confidential M	flatters
HACC TRANS (General Mana 10A(2) (c) of th	FER OF NORTH ager's Note: This le Local Governr	MINE HALL L s report consid nent Act, 1993	EASE TO LI	77/19 - DATED DECEMBER 17, 2018 - FAR WEST VEBETTER SERVICES - CONFIDENTIAL 11/121 r of lease and is deemed confidential under Section des for information that would, if disclosed, confer a l is conducting (or proposes to conduct) business).
Resolved				
1. That Broke	en Hill City Cound	cil Report No. 7	77/19 dated D	December 17, 2018, be received.
				, with the current lease for the North Mine Hall to be r Services Limited.
<ol> <li>That the te year.</li> </ol>	rms and conditic	ons of the curre	ent lease agre	eement remain the same, including the rent of \$1 per
4. That Liveb	etter Services Li	mited are resp	onsible for an	ny legal fees incurred by Council.
5. That the M Seal of Co		al Manager be	authorised to	sign the transfer of lease documents under the Common
RESOLUTION				
Minute No. 460 Councillor B. L		)		
Councillor B. A	lgate seconded	)		CARRIED
14 Nov 2019 - 4:00	PM - Leisa Bartlett	t		
No change in statu	IS			
17 Oct 2019 - 9:57	AM - Leisa Bartlett			
Contact will be mad	e again with Livebett	er seeking the retu	urn of signed doo	cuments.
10 Sep 2019 - 10:44	4 AM - Georgina Fal	kner		
Still awaiting signed	documents from Liv	ebetter, have follo	wed up on progre	ess.
20 Aug 2019 - 3:14	PM - Anthony Misag	h		
No update				
04 Jul 2019 - 1:54 F	PM - Leisa Bartlett			
Transfer documents	with Livebetter for e	xecution.		
12 Jun 2019 - 10:52	AM - Georgina Fall	kner		
Transfer documents	being finalised			
Ordinary Meeting of Council 29 May 201		False	Confidential M	Aatters
LICENCE THR (General Man 10A(2) (c) of th	OUGH PART O ager's Note: This ae Local Governr	F THE WILLYA s report consid nent Act, 1993	AMA COMMC lers a propose which provid	78/19 - DATED APRIL 09, 2019 - PROPOSED ACCESS         DN - CONFIDENTIAL       11/63         ed licence and is deemed confidential under Section         les for information that would, if disclosed, confer a         l is conducting (or proposes to conduct) business).
Resolved				
1. That Broke	en Hill City Cound	cil Report No. 7	78/19 dated A	April 9, 2019, be received.
PS&DK		he Willyama C	ommon (Lot 4	nmon Trust) consent to the issue of an access license to 4 in Deposited Plan 1220372), to formalise access to the 3.
3. That a tem	porary license a	greement be is	sued for 12 n	nonths, for a rental of \$1.

Page 6 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETIN	IG FURTHER REPORT REQUIRED	SUBJECT
		operty at the license expiry date and require continued access, that the
	e absence of a Trust Seal, the l s relating to the license under t	Mayor and General Manager be authorised to sign and execute any the Common Seal of Council.
RESOLUTIO		
Minute No. 46 Councillor B. A Councillor C		) CARRIED
	0 PM - Leisa Bartlett	)
Licence signed an COMPLETE	nd Sealed.	
17 Oct 2019 - 9:59	AM - Leisa Bartlett	
Contact made with	licencee who advised that they have s	igned the lease and are posting it back to Council.
10 Sep 2019 - 10:4	15 AM - Georgina Falkner	
Still awaiting signe	d documents from licensee, have follow	<i>w</i> ed up.
20 Aug 2019 - 3:14	PM - Anthony Misagh	
No update		
04 Jul 2019 - 1:54	PM - Leisa Bartlett	
Licence with applic	ant for signature.	
12 Jun 2019 - 10:5	3 AM - Georgina Falkner	
Draft licence in pro	cess of being finalised	
Ordinary Meeting of Council 29 May 20		Confidential Matters
÷		EPORT NO. 79/19 - DATED APRIL 24, 2019 - RENEWAL OF LEASE
AT THE AIRP ( <b>General Mar</b> Local Govern	ORT TO THE AERO CLUB OF ager's Note: This report consi ment Act, 1993 which provides	BROKEN HILL - CONFIDENTIAL     11/232     ders a lease and is deemed confidential under Section 10A(2) (c) of the     for information that would, if disclosed, confer a commercial advantage     cting (or proposes to conduct) business).
Resolved		
1. That Brok	en Hill City Council Report No.	79/19 dated April 24, 2019, be received.
	ncil renew the current lease at t ption for a further five (5) years	the Broken Hill Airport to the Aero Club of Broken Hill, exercising the 5.
3. That the A	Aero Club of Broken Hill be resp	consible for any legal fees associated with the lease renewal.
	Nayor and General Manager be nder the Common Seal of Cou	e authorised to sign and execute any documents relating to the lease ncil.
RESOLUTIO	N	
Minute No. 46		
	Adams moved Jolan seconded	) CARRIED
	1 PM - Leisa Bartlett	) CARRIED
No change in stat		
U U	0 AM - Leisa Bartlett	
		the Aero Club to return the signed lease.
-	PM - Leisa Bartlett	
	Club for signature.	
	elle for olgitatoro.	

Page 7 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETINO	FURTHER REPORT	
MEETING	REQUIRED	SUBJECT
20 Aug 2019 - 3:15 PM - Anthony	•	
Currently with AERO club for sign	•	
04 Jul 2019 - 1:55 PM - Leisa Ba		
Lease documents with the Aero C	-	
12 Jun 2019 - 10:53 AM - Georgi		
Renewal documents being drafte	d by Council's solicitors.	
Ordinary Meeting of the Council 31 July 2019	False	Mayoral Minute
		TED JULY 24, 2019 - LANDCARE BROKEN HILL PARTNERSHIP
PROPOSAL TO BROKEN	N HILL CITY COUN	<u>ICIL</u> 12/29
RESOLUTION		
Minute No. 46024 Councillor D. Turley move	h	) 1. That Mayoral Minute No. 3/19 dated July 24, 2019,
Councillor M. Browne sec		) be received.
		2. That Broken Hill City Council enters into a
		partnership with Landcare Broken Hill for the
		Greening the Hill Mk.2 community wide initiative.
		3. That any funding requests be considered on their
		merits, through the quarterly budget review
		process.
		4 That Council patiently anters into a partnership
		<ol> <li>That Council not only enters into a partnership agreement with Landcare, but also implements a</li> </ol>
		number of the assessment items identified in the
		report.
14 Nov 2019 - 4:01 PM - Leisa I	Bartlett	CARRIED UNANIMOUSLY
No change in status	Saracti	
17 Oct 2019 - 10:03 AM - Leisa	Portlott	
the Our Environment Key Direction	on Working Group.	ppointed) will develop the detailed program. The project will also be progressed through
11 Sep 2019 - 2:57 PM - Leisa B		
COO advised: A list of projects h KPI's.	as been finalised. Need	d to finalise a detailed program for the delivery of these projects which will include annual
20 Aug 2019 - 3:33 PM - Anthony	' Misagh	
Finalising a delivery program, nex established.	t committee meeting (en	nd of August) a point of contact will be identified and achievable timelines will be
Ordinary Meeting of the Council 31 July 2019	False	Confidential Matters
ITEM 23 - BROKEN HILL	CITY COUNCIL RI	EPORT NO. 124/19 - DATED JULY 08, 2019 - LICENCE OF PART
		CER ASSOCIATION - CONFIDENTIAL 12/52
		iders a licence and is deemed confidential under Section 10A(2) (c) of
		des for information that would, if disclosed, confer a commercial cil is conducting (or proposes to conduct) business).
Resolved		
<u>Nesolveu</u>		
1. That Broken Hill City	Council Report No.	124/19 dated July 8, 2019, be received.
2. That Council issue a l	licence to the Broke	en Hill Soccer Association, for the use of the Adkins Pavilion at the
Memorial Oval.		

Page 8 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

м	EETING	FURTHER REPORT REQUIRED		SUBJECT			
		ssued for a term of twelve (12		hs with either party having the option to terminate the			
	licence with 30 days' notice, and the licence fee be a peppercorn rental of \$1.						
	<ol> <li>That the licence include a condition that the Adkins Pavilion be made available for use by the Silver City Show Committee for the Silver City Show each September.</li> </ol>						
	<ol> <li>That the Mayor and General Manager be authorised to sign and execute the licence agreement under the Common Seal of Council.</li> </ol>						
RESOLU Minute N							
Councillo	r C. Adams mo	,					
	r B. Licul secon - 4:02 PM - Leisa	· · · · · /		CARRIED UNANIMOUSLY			
	g return of signed						
	- 10:05 AM - Leisa						
		tion to review and sign. Contact will	be made	e to chase up signed documents.			
	- 10:19 AM - Georg	-					
Draft licence	with Soccer Assoca	ation.					
20 Aug 2019	- 3:17 PM - Anthor	y Misagh					
finalising dra	ft, in progress						
19 Aug 2019	- 3:21 PM - Lacey	Butcher					
Finalisation of	of licence progressir	ng					
Ordinary Me Council 31 J		False Confide	ntial Mat	ters			
ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 125/19 - DATED JULY 22, 2019 - LICENCE OF AIRPORT							
KIOSK AT THE BROKEN HILL AIRPORT - CONFIDENTIAL 11/229 (General Manager's Note: This report considers a licence and is deemed confidential under Section							
10A(2) ( confer a	c) of the Local	Government Act, 1993 wh	ich pro	ovides for information that would, if disclosed, the Council is conducting (or proposes to			
Resolved	<u>.</u>						
1. That	Broken Hill City	Council Report No. 125/19 d	ated Ju	uly 22, 2019, be received.			
		se the General Manger to dra the Broken Hill Airport.	w up a	licence agreement with the preferred applicant to			
3. That	the licence be f	or twelve (12) months with the	e optior	n for a further twelve (12) month renewal.			
4. That	the licence fee	be the advertised fee of \$8,58	0 per a	annum, including GST.			
<ol> <li>That the General Manager be authorised to negotiate further terms and conditions in-conjunction with Council's Property Manager.</li> </ol>							
6. That the Mayor and General Manager be authorised to sign and execute any licence documents under the Common Seal of Council.							
RESOLU							
Minute N Councillo	<u>o. 46046</u> r M. Browne mo	oved )					
	r B. Licul secon	,		CARRIED UNANIMOUSLY			
14 Nov 2019	- 4:03 PM - Leisa	Bartlett					
New applica	nt looking to com	mence early in the New Year.					

Page 9 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

	MEETING	FURTHER REPORT REQUIRED		SUBJECT
17 Oct 20	19 - 12:01 PM - Leisa I			
First appli	cant no longer intereste	d, First National Real Esta	ate is approachi	ng further potential applicants.
13 Sep 20	019 - 12:01 PM - Leisa	Bartlett		
Licence is	with applicant for signa	ture.		
20 Aug 20	019 - 3:18 PM - Anthony	Misagh		
Draft docu	uments are with licensee	e solicitors		
19 Aug 20	019 - 3:20 PM - Lacey E	Butcher		
	cess of negotiations			
	Meeting of the 1 July 2019	False	Confidential N	latters
5893 D (Gener (d) of ti advant provide position reveal	DEPOSITED PLAN ral Manager's Not he Local Governme age on a person w es for commercial in n of the person who a trade secret).	241855 OTHERWIS <u>e</u> : This report conside ent Act, 1993 which p ith whom the Council formation of a confid	E KNOWN A ers Sale of L provides for i l is conductir dential nature	26/19 - DATED JULY 19, 2019 - SALE OF PART LOT AS PART 51 BROMIDE STREET <b>CONFIDENTIAL</b> and and is deemed confidential under Section 10A(2) (c) information that would, if disclosed, confer a commercial ag (or proposes to conduct) business; AND which that would, if disclosed (i) prejudice the commercial hercial advantage on a competitor of the Council; or (iii)
Resolv	<u>red</u>			
1. Th	at Broken Hill City	Council Report No. 1	26/19 dated	July 19, 2019, be received.
	at Broken Hill City ad contracts.	Council subdivide the	e land at 51 l	Bromide Street (Lot 5893 DP 241855) and prepare sale of
		Council authorise the rve at the market val		anager to negotiate a final sale price with the preferred ad within the report.
	at the Mayor and G mmon Seal of Cou		authorised to	sign the sale of land contracts and transfers under the
Minute Counci Counci	LUTION <u>No. 46047</u> illor R. Page moved illor M. Browne sec	onded Ĵ		CARRIED
14 Nov 20	019 - 4:07 PM - Leisa I	Bartlett		
Subdivisi	ion documents lodged			
	19 - 12:09 PM - Leisa I			
		as been signed by both p	arties. Sale Co	ontract being prepared.
	019 - 3:24 PM - Leisa B			
		-	olice is being dra	awn up for signature by both parties.
Ŭ	019 - 4:08 PM - Lacey E			
Police cur	rently doing due diligen	ce. Contracts to be prepa	red following ac	lvice from the Police.
	Meeting of the 8 August 2019	False	Question On I	Notice
		ON NOTICE NO. 8/19 Y 2019 COUNCIL M		UGUST 07, 2019 - COUNCILLOR QUESTIONS TAKEN 16/89
Recom	<u>nmendation</u>			
1. Th	at Questions On N	otice No. 8/19 dated	August 7, 20	19, be received.
	LUTION No. 46060			

Page 10 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING FURTHER REPORT REQUIRED	SUBJECT			
Councillor T. Kennedy moved ) Councillor B. Algate seconded )	<ol> <li>That Questions On Notice No. 8/19 dated August 7, 2019, be received.</li> </ol>			
	<ol><li>That the Mayor and Councillors be given training in meeting procedures and regulations.</li></ol>			
	CARRIED UNANIMOUSLY			
14 Nov 2019 - 4:30 PM - Leisa Bartlett Contact made with CEO of Far West Joint Organisation to s Broken Hill also.	seek interest from Councillors of member Councils to attend the training in			
13 Sep 2019 - 11:52 AM - Leisa Bartlett				
Quotes are being sourced for training sessions to be held in Bro	roken Hill.			
Ordinary Meeting of the False Ma Council 25 September 2019 False Ma	layoral Minute			
ITEM 1 - MAYORAL MINUTE NO. 4/19 - DATED EMERGENCY	D SEPTEMBER 10, 2019 - DECLARATION OF CLIMATE 11/161			
Resolved				
1. That Mayoral Minute No. 4/19 dated Septemb	ber 10, 2019, be received.			
<ol> <li>That Council recognises that climate change particular treated as a national emergency.</li> </ol>	poses a serious risk to the people of Broken Hill and it should be			
<ol> <li>That Council seek to prioritise a climate emergation around the Community Strategic Plan.</li> </ol>	ergency response as part of the current review being undertaken			
RESOLUTION				
Minute No. 46072 Councillor D. Turley moved )				
Councillor M. Clark seconded ) 17 Oct 2019 - 12:11 PM - Leisa Bartlett	CARRIED			
being incorporated in the 2021 Community Strategic Plan.				
Ordinary Meeting of the Council 25 September 2019 False Ma	Aayoral Minute			
ITEM 2 - MAYORAL MINUTE NO. 5/19 - DATED	D SEPTEMBER 18, 2019 - NSW TRAINLINK TRIAL SERVICES 11/161			
Resolved				
1. That Mayoral Minute No. 5/19 dated Septemb	ber 18, 2019, be received.			
<ol> <li>That Broken Hill City Council requests that NSW TrainLink reinstates the Country Pensioner Excursion ticket for Pensioners and Seniors travelling from Broken Hill to Adelaide at a cost of \$2.50 per ticket.</li> </ol>				
RESOLUTION Minute No. 46073				
Councillor D. Turley moved ) Councillor C. Adams seconded )	CARRIED UNANIMOUSLY			
14 Nov 2019 - 4:32 PM - Leisa Bartlett				
Letter sent 6/11/19 COMPLETE				
21 Oct 2019 - 9:11 AM - Leisa Bartlett				
Correspondence being drafted.				

Page 11 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING	FURTHER REPORT REQUIRED		SUBJECT		
Ordinary Meeting of the Council 25 September 2019	False	Notice of Motio	n		
ITEM 4 - MOTIONS OF W OVAL CRICKET PITCH	HICH NOTICE HA	S BEEN GIVE	EN NO. 17/19 - DATED SEPTEMBER 12, 2019 - PICTON 12/54		
alternative options. 21 Oct 2019 - 9:59 AM - Leisa Bai	art/ett lation of cricket pitch	: this financial ye	<ol> <li>That Motions of Which Notice has been Given No. 17/19 dated September 12, 2019, be received.</li> <li>That Broken Hill City Council liaises with the Lamb Oval Management Committee and the Barrier Cricket Association to look at the feasibility of installing a cricket pitch to be ready for the 2019/20 cricket season.</li> <li>CARRIED UNANIMOUSLY</li> <li>ar. Working with Cricket NSW and local Cricket Association on</li> </ol>		
In discussions at the moment. For Ordinary Meeting of the	False	Confidential M			
Council 25 September 2019					
CITY COUNCIL TO WATE CONFIDENTIAL (General Manager's Note 10A(2) (c) of the Local Gov	ITEM 27 - BROKEN HILL CITY COUNCIL REPORT NO. 165/19 - DATED AUGUST 23, 2019 - BROKEN HILL         CITY COUNCIL TO WATER NSW DEED OF AGREEMENT FOR WATER PIPELINE EASEMENT -         CONFIDENTIAL         (General Manager's Note:         This report considers a deed of 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					
2. That Council consent t					
3. That Council agree to	he terms and cond	litions of the p	roposed Deed of Agreement.		
4. That the Mayor and Ge Common Seal of Cour		authorised to	sign and execute any related documents under the		
RESOLUTION Minute No. 46097 Councillor M. Browne mov Councillor B. Licul seconde 14 Nov 2019 - 4:06 PM - Leisa B Deed with Water NSW for signat 17 Oct 2019 - 10:21 AM - Leisa B Agreement signed by Council and	ed ) artlett ure artlett	) signature.	CARRIED UNANIMOUSLY		

Page 12 of 17

MEETING		FURTHER REPO	RT	SUBJECT			
Ordinary Meeting of	-	REQUIRED					
Council 30 October 2		False	Mayoral Minute	9			
ITEM 1 - MAYO	ORAL MI	<u>NUTE NO. 6/19 -</u>	DATED OCTOBE	ER 28, 2019 - PLAN TO SAVE OUR RECYCLING 11/199			
Resolved							
<ol> <li>That Mayoral Minute No. 6/19 dated October 28, 2019, be received.</li> <li>That Council acknowledges the growing imperative to manage waste and recycling within NSW, and calls for urgent action from the State Government to help build a circular economy in NSW.</li> </ol>							
3. That Council recognises initiatives and projects taken within the Broken Hill local government area to help achieve this goal, including: The Keepcup and sustainable shopping bag campaign as well as the procurement of recycled items and the reuse of old items for infrastructure upgrades.							
		orses Local Gove ent to reinvest the		ector-wide Save our Recycling campaign, and asks the			
a.		g councils to colla g in their regions	boratively develo	p regional-scale plans for the future of waste and			
b.				d other local government projects needed to deliver narket failure has been identified			
c.	support	for the purchase	of recycled conter	nt by all levels of government, to help create new markets			
d.		t way to recycle, th		ation campaign on the importance of recycling, including oducts with recycled content and the importance of waste			
Matthe MP, Pro Enviror MP to c	5. That Council write to the local State Member Roy Butler MP, Minister for Energy and Environment the Hon Matthew Kean MP, Local Government Minister Shelley Hancock, NSW Treasurer the Hon Dominic Perrottet MP, Premier the Hon Gladys Berejiklian MP, Opposition Leader Jodi McKay MP, Shadow Minister for Environment and Heritage Kate Washington MP, and Shadow Minister for Local Government Greg Warren MP to confirm its support for recycling and outline the urgent need to educate, innovate and invest in local waste and recycling services via the Waste Levy.						
Recycli	<i>ing</i> camp		m to consider end	oup advising its members of its support for the Save Our lorsing and sharing it to their own networks across the			
7. That Cou	uncil advi	se LGNSW Presid	dent Linda Scott o	of the passage of this Mayoral Minute			
	uncil shar i its netwo		the Save Our Red	cycling campaign via its digital and social media channels			
RESOLUTION							
Minute No. 461							
Councillor D. To Councillor R. P			)	CARRIED			
14 Nov 2019 - 4:33	-		)	CARRIED			
Progressing throug	Jh compon	ents of resolution.					
Ordinary Meeting of the Council 30 October 2019 False Mayoral Minute							
ITEM 2 - MAYORAL MINUTE NO. 7/19 - DATED OCTOBER 30, 2019 - CENTRAL DARLING SHIRE11/304							
Resolved							
1. That Mayor	1. That Mayoral Minute No. 7/19 dated October 30, 2019, be received.						
	2. Broken Hill City Council write to the Minister for Local Government advocating for the return of a democratically elected represented body in the Central Darling Shire.						

Page 13 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

	FURTHER REPOR	ЭТ				
MEETING	REQUIRED		SUBJECT			
RESOLUTION Minute No. 46102 Councillor D. Turley mov Councillor R. Page seco 14 Nov 2019 - 4:34 PM - Leisa Letter being drafted	nded	)	CARRIED UNANIMOUSLY			
Ordinary Meeting of the						
Council 30 October 2019	False	Reports				
SOUGHT BY THE OFFI VALUE CAP			69/19 - DATED OCTOBER 08, 2019 - FEEDBACK BEING NN THE GIFTS AND BENEFITS ANNUAL MONETARY 12/137			
Resolved						
1. That Broken Hill City	Council Report N	o. 169/19 dated	October 8, 2019, be received.			
by all Council official	s as per its Code o 18) adopted 27 Ma	of Conduct Polic arch 2019 ((Min	etary value cap of \$50.00 for gifts and benefits accepted cy (based on the Model Code of Conduct for Local ute No. 46028) and its Gifts and Benefits Policy adopted			
\$50.00 cap on the va	alue of gifts per an ode of Conduct Po	num for all Cou	Government (prior to 8 November 2019) stating that the ncil Officials (as per the Model Code of Conduct and ed Gifts and Benefits Policy), is an appropriate amount and			
RESOLUTION						
Minute No. 46105 Councillor B. Algate mov Councillor C. Adams see		)	CARRIED UNANIMOUSLY			
04 Nov 2019 - 9:28 AM - Leisa	Bartlett					
Letter emailed to Office of Loc 4/11/19. COMPLETE	al Government advis	sing of Council's re	esolution regarding the annual monetary value for gifts and benefits -			
Ordinary Meeting of the Council 30 October 2019	False	Reports				
ITEM 7 - BROKEN HILL COMPANION ANIMAL			<u>70/19 - DATED OCTOBER 02, 2019 - DRAFT</u> 11/141			
Resolved						
1. That Broken Hill City	Council Report N	o. 170/19 dated	October 2, 2019, be received.			
<ol><li>That the draft Comp days.</li></ol>						
<ol> <li>That upon completion adoption of the Com</li> </ol>			ther report be presented to Council for consideration and as a Council policy.			
RESOLUTION						
Minute No. 46107 Councillor M. Browne me	oved	)				
Councillor C. Adams sec		)	CARRIED			
01 Nov 2019 - 4:13 PM - Leisa						
Draft Plan has been placed or Council to consider adoption COMPLETE		osing on 29 Novem	ber 2019. A further report is listed for the December Council for			

Page 14 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

	MEETING	FURTHER REPO REQUIRED	RT	SUBJECT	
	eary Meeting of the cil 30 October 2019	False	Reports		
ITE An	EM 8 - BROKEN HILL ( IENDED FEES AND C	CITY COUNCIL HARGES FOR 1	REPORT NO. 1 THE NEW ANIM	71/19 - DATED OCTOBER 02, 2019 - NEW AND AL SHELTER (ANIMAL POUND) 11/660	
	solved				
1.		Council Report N	No. 171/19 dated	l October 2, 2019, be received.	
2.	That Council exhibit th	he proposed fee	s and charges fo	or the new Council Animal Shelter for a period of 28 days.	
3.	That upon completion approval.	of above public	exhibition, a fur	ther report be presented to Council for consideration and	
Mir	<b>SOLUTION</b> <u>nute No. 46108</u> uncillor J. Nolan moved	t	)		
	uncillor C. Adams secc ov 2019 - 4:14 PM - Leisa L		)	CARRIED	
The p Dece COM	proposed fees and charges mber Council for Council f PLETE	s have been placed		on closing on 29 November 2019. A further report is listed for the fees and charges.	
	ary Meeting of the cil 30 October 2019	False	Reports		
	EM 9 - BROKEN HILL ( TABLISHMENT OF AL			<u>72/19 - DATED OCTOBER 02, 2019 - RE-</u> 11/307	
Re	commendation				
1.	That Broken Hill City	Council Report N	No. 172/19 dated	October 2, 2019, be received.	
2.				n as Creedon Street as per attached proposal, including bath area of Creedon Street bounded by Rakow and Wills	
3.	. That Council re-establish the Alcohol-Free Zone known as Shell Memorial as per attached proposal, including all public roads and laneways, public car parks and footpaths in an area bounded by lodide, Thomas, Bromide and Mica Streets; including Oxide Street from Thomas Street through to Morgan Street.				
4.		and laneways,	public car parks	n as E.T. Lamb Memorial Oval as per attached proposal, and footpath area surrounding the oval bounded by	
5.	all public roads and la and Hebbard Streets	neways, public o including South	car parks and fo Street from Pipe	In as South Broken Hill as per attached proposal, including otpaths in an area bounded by Bonanza, Patton, Central er Street through to Wilson Street; with expansion to zone id a section of Wilson Street between Bonanza and Picton	
6.	That the necessary si 2023.	gnage be installe	ed showing ope	ration of Zones from 9 November 2019 to 9 November	
7.	Free Zones be advise	d to the public b	y way of media	emorial, E.T. Lamb Oval and South Broken Hill Alcohol- release and advertisement in the Barrier Daily Truth. That Alcohol-Free Zone remains in force.	
8.	That Council thank the	e Broken Hill Po	lice for its ongoi	ng support of Alcohol-Free Zones in Broken Hill.	

Page 15 of 17

Printed: Thursday, 14 November 2019 4:43:48 PM

MEETING	FURTHER REPORT REQUIRED	ſ	SUBJECT			
14 Nov 2019 - 4:08 PM - Leisa						
Advertising of Alcohol Free Zo COMPLETE	nes complete and sig	nage updated.				
Ordinary Meeting of the Council 30 October 2019	False	Reports				
ITEM 11 - BROKEN HILI AS INDEPENDENT PAN	L CITY COUNCIL F	REPORT NO. 7	174/19 - DATED OCTOBER 21, 2019 - NOMINATIONS INITY ASSISTANCE GRANTS PANEL 19/44			
Resolved						
1. That Broken Hill City	Council Report No	. 174/19 dated	October 21, 2019, be received.			
2. That Mr Kenneth Ma Community Assistan		a Tucker be ap	pointed as an Independent Panel Members on the			
RESOLUTION						
Minute No. 46111 Councillor C. Adams mov	ved	)				
Councillor M. Browne see		)	CARRIED UNANIMOUSLY			
01 Nov 2019 - 4:17 PM - Leisa						
COMPLETE	ominations were succ	essful and provi	ded information regarding the next Panel Meeting.			
Ordinary Meeting of the Council 30 October 2019	False	Reports				
			182/19 - DATED OCTOBER 21, 2019 - QUARTERLY			
BUDGET REVIEW STAT	EMENT FOR PER		SEPTEMBER 2019 12/160			
Resolved						
1. That Broken Hill City	1. That Broken Hill City Council Report No. 182/19 dated October 21, 2019, be received.					
2. That the 1st Quarterl	y Budget Review S	tatement and r	recommendations be adopted.			
3. That Council note the	e projected 2019/20	) operating def	icit (before capital) of \$4,184,000.			
4. That Council note the	e 2019/20 projected	l net capital ex	penditure budget of \$10,825,000.			
5. That Council note the	e revised Long-Terr	m Financial Pla	in.			
RESOLUTION Minute No. 46114						
Councillor B. Licul moved		)				
Councillor D. Gallagher s		)	CARRIED UNANIMOUSLY			
14 Nov 2019 - 4:07 PM - Leisa	Bartlett					
Recommendations adopted. COMPLETE						
Ordinary Meeting of the Council 30 October 2019	False	Committee Re	aports			
			178/19 - DATED OCTOBER 04, 2019 - MINUTES OF G HELD 16 SEPTEMBER 2019 12/54			
Resolved						
1. That Broken Hill City	Council Report No	. 178/19 dated	October 4, 2019, be received.			
2. That minutes of the F list of maintenance is			e Meeting held 16 September 2019 be received and the rks program.			

Page 16 of 17

Printed:	Thursday,	14	November	2019	4:43:48 PM
----------	-----------	----	----------	------	------------

	TING	FURTHER REPORT REQUIRED		SUBJECT			
14 Nov 2019 - 4:06 PM - Leisa Bartlett							
List of mainter COMPLETE	nance items add	ed to Council's works p	rogram.				
Ordinary Meetir Council 30 Octo		False	Committee Re	ports			
	BROKEN HILI DN 355 COM		EPORT NO. 1	79/19 - DATED OCTOBER 04, 2019 - MEMBERSHIP 11/9			
				11/5			
Resolved							
1. That Bi	oken Hill City	Council Report No.	179/19 dated	October 4, 2019, be received.			
	2. That Council accepts the resignation from Mr. Eric McCormick as a community representative on the Broken Hill Heritage Committee, and thanks Mr. McCormick for his service on the Committee.						
		s Ms Tracey Robins nunity Committee.	on as a user r	epresentative (Broken Hill Harness Racing Club) on the			
	<ol> <li>That Council notes that advertising is taking place during October in an attempt to fill all vacancies in community representative positions on Council's Section 355 Committees.</li> </ol>						
RESOLUT	ON						
Minute No.	46115						
	C. Adams mov		)	That the recommendations of item 15 to 18 be adopted.			
Councillor I	<ol> <li>Licul secon</li> </ol>	ded	)				
	CARRIED UNANIMOUSLY						
04 Nov 2019 -	9:29 AM - Leisa	Bartlett					
Letter of thanks sent to Mr McCormick. Letter sent to Secretary of Memorial Oval Community Committee advising of new representative. Letter sent to Ms Robinson advising of her appointment. COMPLETE							

#### ACTION LIST – EXTRAORDINARY COUNCIL MEETINGS

Printed: Thursday, 14 November 2019 5:09:59 PM

MEETING	FURTHER REPOR REQUIRED	T SUBJECT
Extraordinary Meeting of the Council 12 November 2019	False	Notice of Motion
		S BEEN GIVEN NO. 20/19 - DATED NOVEMBER 07, 2019 - IG AND NOTICE OF MOTION REGARDING BROKEN HILL 17/133
Minute No. 46122		
Minute No. 46122 Mayor Turley moved Councillor Adams seconde		the competition winning welcome signs be completed and installed cordance with Council's contractual obligations.
	be re	the welcome sign which has been installed along the Adelaide Road located to a more favourable position which satisfies the safety irements of the RMS and Council.
	no c intell Intel desig	Council accept the offer of Ms Spicer to gift her designs to Council at harge, on condition that Council acquires sole ownership of all ectual property and that evidence of all permissions inclusive of ectual Property Rights, Trademark or Copyright elements of the gns are obtained from Ms Spicer, in writing, prior to council taking over ership.
	prop	a report from a structural engineer be obtained to ensure that the osed designs created by Ms Spicer would be structurally sound and if erected.
	Ms S City,	once the aforementioned conditions have been met, one or more of Spicer's designs be installed in an appropriate location/s around the to be determined by Councillors in consultation with Council staff, as s of public art.
		CARRIED
14 Nov 2019 - 5:08 PM - Leisa Ba Letter sent to Ms Spicer 14/11/19		h the General Manager to implement Council's resolution.

# **COMMITTEE REPORTS**

November 8, 2019

# ITEM 1

# BROKEN HILL CITY COUNCIL REPORT NO. 200/19

#### SUBJECT: MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETINGS HELD 21 OCTOBER 2019 AND 11 NOVEMBER 2019 12/54

# **Recommendation**

- 1. That Broken Hill City Council Report No. 200/19 dated November 8, 2019, be received.
- 2. That minutes of the Picton Oval Community Committee Meetings held 21 October 2019 and 11 November 2019, be received.

#### **Executive Summary:**

Council has received minutes from the Picton Oval Community Committee Meetings held 21 October 2019 and 11 November 2019 for endorsement by Council.

# Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Picton 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 Picton Oval Community Committee has submitted minutes from its Committee Meetings held 21 October 2019 and 11 November 2019 for Council's endorsement.

# **Strategic Direction:**

Key Direction:	1	Our Community
Objective:	1.4	Our built environment supports our quality of life
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an appropriate condition level

# **Relevant Legislation:**

The Picton 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. J Minutes of the Picton Oval Community Committee Meeting 21/10/2019
- 2. J Minutes of the Picton Oval Community Committee Meeting 11/11/2019

JAY NANKIVELL CHIEF FINANCIAL OFFICER

#### PICTON OVAL MANAGEMENT COMMITTEE MEETING MINUTES

#### MONDAY, 21st OCTOBER 2019

Present: N. Hannigan, T. Rynne, P. Adams, C. Adams (Councillor), N. Davey, R. Navis.

Apologies: B. Licul (Councillor),

Meeting Commenced: 5:30p.m.

#### **Matters Arising:**

- 1. Origin has informed Committee that the Committee needs to buy the lock. Noel is still working with Origin to sort out.
- 2. Doggie bag has been installed.
- 3. Old steel frames of bins have been removed.
- 4. Noel to remove one of the conflicting dog signs.

#### **Correspondence In:**

- 1. BHCC- Notification of new Community Representative Karen Gosling
- 2. BHCC Notification of Council's Strategic Asset Manager Raji Navis

#### Correspondence Out:

1. Calendar for oval – October, November & December

#### Financial Report:

Invoices to Pay Home Hardware Invoice \$34.10 7 Days Spares \$21.80 Origin \$193.54 <u>Accounts</u> Term Deposit: \$31,850.59 is p

Term Deposit: \$31,850.59 is placed into the holding facility – Needs to be renewed for 3 months. Noel to approach all banks to renew term deposit with bank offering best offer. Cheque Account: \$46,382.06

#### **General Business:**

- 1. Noel requested to obtain 2 quotes for the electrical board. He has received one and still waiting on a reply from another contractor.
- 2. Pump motor that was vibrating has been rectified.
- 3. Scarifying is still in progress, however, we have received a verbal complaint from a neighbour that the wind is blowing the cuttings into their yard. Committee would like to put a request into Council to remove the cuttings even though the scarifying has not been completed.
- 4. Committee will need to re-turf the bare patches.
- 5. Noel sent a letter to Peter Johnston from the Barrier Cricket League to arrange a meeting to discuss the oval being used for Junior Cricket. At present the Junior cricketers are using the oval on Friday afternoons. Committee still interested in looking at how the roll out pitch will work at Lamb Oval before a decision is made.
- 6. Problem with the doggy bags is that someone is pulling all the bags out of the holders. Is there a solution to avoid this continually occurring? Who replaces and supplies the doggy bags when they are empty.
- 7. Still need to look at fixing up the long jump run up. Raji to require some advice from Little A's or someone else to describe what is required.

 Raji presented proposal for installation of gym equipment. Quotes were presented for installation of 2, 3 and 4 machines. Motion put forward that we purchase the 4 machines at \$77,820 (GST ex). Council will contribute \$40,000 and Picton Oval Management Committee will contribute \$37,820 towards the project. Motion moved unanimously. Installation is set for February.

Meeting closed: 8:35p.m.

Next Meeting: Monday, 11<sup>th</sup> November 2019 @ 5:30p.m. at Sacred Heart Parish Primary School, 192 Lane Street.

#### PICTON OVAL MANAGEMENT COMMITTEE MEETING MINUTES

#### MONDAY, 11<sup>th</sup> NOVEMBER 2019

Present: N. Hannigan, T. Rynne, R. Navis.

Apologies: B. Licul (Councillor), P. Adams, C. Adams (Councillor), N. Davey.

#### Meeting Commenced: 5:30p.m.

#### Matters Arising:

- 1. Noel has purchased lock for Origin Energy (\$66.45)
- 2. Having problems with vandals with doggie bags. Will leave them empty for a few weeks and then reinsert bags back into holders.
- 3. Cuttings along Kaolin Street from scarifying has been removed. Committee pass on their thanks to Council.

#### **Correspondence In:**

1. Commonwealth Bank – Customer letter.

#### **Correspondence Out:**

#### Financial Report:

Invoices to Pay FT & T Security Locksmiths Invoice \$66.45

Accounts

Noel to follow up with renewal of term deposit.

#### **General Business:**

- 1. Due to attempted break-in into change rooms, Noel to follow up with security cameras to put up around change rooms to prevent vandalism and break ins.
- 2. Noel presented one of two quotes to fix up and make power board compliance. Sumtin Electrical Pty Ltd. \$10,835.00. Still waiting on second quote.
- 3. Noel to look at obtaining a quote to get canteen area painted.
- 4. Council has fertilised half of the oval. Committee thank Council for their support with this project.
- 5. Raji will check to see when oval was sprayed last for black beetle.
- 6. Noel to follow up with Little A's about fixing up the long jump run up and pit.
- Noel presented a plan of location of gym equipment. Noel and Raji will do a site inspection to look at each location on Wednesday, 20<sup>th</sup> November at 4.00p.m.

Meeting closed: 6:10p.m.

Next Meeting: Monday, 9<sup>th</sup> December 2019 @ 5:30p.m. at Sacred Heart Parish Primary School, 192 Lane Street.

November 12, 2019

# ITEM 2

# BROKEN HILL CITY COUNCIL REPORT NO. 201/19

# SUBJECT: MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD OCTOBER 15, 2019

# **Recommendation**

- 1. That Broken Hill City Council Report No. 201/19 dated November 12, 2019, be received.
- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held October 15, 2019 be received.

# **Executive Summary:**

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held October 15, 2019 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 October 15, 2019 for Council's endorsement.

# **Strategic Direction:**

Key Direction:	1	Our Community
Objective:	1.4	Our built environment supports our quality of life
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an appropriate condition level

# **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 FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER
- RANGES COMMUNITY COMMITTEE OCTOBER 2019

# JAY NANKIVELL

CHIEF FINANCIAL OFFICER

# MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE S355 MEETING HELD 15 OCTOBER 2019 AT 4PM — COUNCIL CHAMBER, 240 BLENDE STREET, BROKEN HILL 12/51

- 1. Present: John Rogers (Chairperson), Kellie Scott (Vice Chairperson), Darrell Ford (BHCC), Gaylene Ford, David Spielvogel, Jill Spielvogel, Jeff Crase, Ray Allen and Merran Coombe.
- 2. Apologies: Councillor Marion Browne, Ronald Tumes, Dean Fletcher, Sue Spangler (BHCC), Jamie Scott, Geoffery Hoare, Michael Ford, Nevada Ford, Paul Reed, Rosalind Molesworth and Ann Evers.

Non-Attendance: Lyn Campigli and Alison Gardner.

3. Confirmation of Minutes of Previous Meeting:

Previous minutes: 17 September 2019

Moved: Jeff Crase

Seconded: David Spielvogel

4. Business arising from Previous Minutes:

Nil.

#### 5. Correspondence:

Alderman Browne is returning as Council representative.

#### 6. Update on Action List Items:

- 6.1 Working Bee Saturday, 26 October 2019
- 6.2 Identification Cards As required
- 6.3 Cold Set Bitumen pouring over crushed paths Pending

#### 7. Reports:

7.1 Payments

Cash payments are unavailable. Only PayWave via card is available.

7.2 Lock up

Please ensure front gate is locked in the evening, correctly and with the key.

7.3 Starview Primitive Campsite

Campsite numbers are constant 7/8 per night.

New port-a-loo for campsite has been installed.

#### 8. Rosters:

Up to date.

#### 9. General Business:

9.1 <u>Tours</u>

Tours were successful on 5 September 2019, thank you Jeff Crase. Indian Pacific tours have restarted.

9.2 Christmas Show

Christmas show will be held on Saturday, 30 November 2019. RSVP by 19 November 2019 to Darrel Ford.

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 15 October 2019

Page 1 of 2

# 9.3 Working Bee

Saturday, 26 October 2019 at 9am. Meet at the Rangers Hut.

#### Action List:

ACTION	WHO
1 Working Bee – Saturday, 26 October 2019	D Ford, Ranger
2 Identification Cards - As required	Customer Relations
3 Cold Set – bitumen pouring over crushed paths - pending	D Ford, Ranger

Next Meeting: Tuesday, 19 November 2019 - Council Chamber - 4pm (ACDT)

10. Meeting Closed: 4.15 pm

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 15 October 2019

Page 2 of 2

November 12, 2019

# ITEM 3

# BROKEN HILL CITY COUNCIL REPORT NO. 202/19

# SUBJECT:MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEEMEETING HELD 1 OCTOBER 201912/52

# **Recommendation**

- 1. That Broken Hill City Council Report No. 202/19 dated November 12, 2019, be received.
- 2. That minutes of the Memorial Oval Community Committee Meeting held 2 July 2019 be received.

# **Executive Summary:**

Council has received minutes from the Memorial Oval Community Committee Meeting held 1 October 2019 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 Committee Meeting held 1 October 2019 for Council's endorsement.

#### **Strategic Direction:**

Key Direction:	1	Our Community	
Objective:	1.4	Our built environment supports our quality of life	
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an appropriate condition level	

# **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. J Minutes of Memorial Oval Community Committee Meeting 01/10/2019

JAY NANKIVELL CHIEF FINANCIAL OFFICER



# ORDINARY MEETING MINUTES TEMPLATE

# MEMORIAL OVAL COMMUNITY COMMITTEE MINUTES.

Date	01/10/2019 Opened: 6.35pm	Closed: 7.15pm	
Location:	Show Office, Memorial Oval		
Present:	Ray Steer, Dennis Cetinich, Bruce McIntosh, Tania Martyn, Chris May, Alan Titcombe, John Ralph.		

AGENDA	MOVED BY	SECONDED
Welcome: The Chairman Ray Steer welcomed all attending Members to the Meeting. Apologies: Dave Gallagher, Tracey Robinson, Jody Whitehair, Layne Ralph.	Chris May.	Tania Martyn.
Confirmation of Minutes from previous meeting held: 03/09/2019	Tania Martyn.	Alan Titcombe
Inward Correspondence:		
Nil. Financial Report: Bank Balance: September 2019: \$18,738.44. Debtors: CBHFC \$5,500.87. Dept of Defence \$1,130.00. BH. High: \$200.00.	Alan Titcombe.	Tania Martyn.
BH. Harness Racing Club:		

#### MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 1 OCTOBER 2019

-

\_

# QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

October 31, 2019

# ITEM 1

# QUESTIONS ON NOTICE NO. 11/19

# SUBJECT:COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE<br/>OCTOBER 2019 COUNCIL MEETING12/160, 11/229, 11/390

# Summary

The report provides a response to a question raised by a Councillor during the October 2019 Council Meeting, which was taken on notice.

# **Recommendation**

1. That Questions On Notice No. 11/19 dated October 31, 2019, be received.

# Background

Following is the response to a question raised by a Councillor which the Mayor and/or General Manager took on notice at the October 2019 Council Meeting.

Question:	<u>Airport Kiosk</u> Councillor Algate requested information on the status of the Airport Kiosk Lease and enquired when the Kiosk will reopen.
Response:	Council has not had a huge amount of interest from the market and two previous applicants withdrew interest in the final stages of the application process. First National are working through the lease with a third prospective tenant. The preferred applicant is likely to commence trading early in the new year.
Question:	<u>Street Tree Replacement Program</u> Councillor Licul referred to the many street trees that have died on footpaths around the City and requested information on the number of street trees that will be replaced and the species of trees that will be replanted.
	Councillor Algate advised that dead trees on his footpath have been removed by Council, and enquired when new trees will be replanted.
Response:	BHCC Development Control Plan lists replacement species, the replacement of the trees will need to reflect a nominated species. Councils Strategic Asset Manager is currently looking to do an assessment on risk to community and will be developing and implementing a removal plan. Funding needs to be sourced for the removal and replacement, BHCC staff do not carry certification for removal of trees.

Question:	BHCC were in the process of developing a staff member from the parks and gardens team in arborist training, however that team member resigned on the 26 <sup>th</sup> April after 6 month of training. Quarterly Budget Review Report
	12/160 Councillor Kennedy referred to the additional legal expenses of \$3.2M due to ongoing litigation and asked that Councillors be provided with the Council Resolution Minute No. 45709 from the November 2017 Council Meeting.
	Councillor Kennedy referred to the additional legal expenses of \$3.2M and asked if Councillors can be provided with details of the original expenditure with regards to legal expenses.
Response:	Resolution 45709 from the November 2017 Council Meeting was provided and read out during the confidential session of the October Ordinary Council Meeting. A copy of the resolution is publicly available on Council's website in the confirmed minutes of November 2017.
	A breakdown of legal expenses was provided to Councillors in the confidential session of the October Ordinary Council Meeting.

# Attachments

There are no attachments for this report

# <u>CLOSED</u>

# Council Meeting to be held Wednesday, November 27, 2019

# 1. BROKEN HILL CITY COUNCIL REPORT NO. 203/19 - DATED NOVEMBER 04, 2019 - CONFIDENTIAL MINUTES OF THE ORDINARY COUNCIL MEETING HELD 30 OCTOBER 2019 - CONFIDENTIAL

(General Manager's Note: This report considers confidential minutes of the Ordinary Council Meeting held 30 October 2019 and is deemed confidential under Section 10A(2) (e) (g) of the Local Government Act, 1993 which provides for information that would, if disclosed, prejudice the maintenance of law; AND which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

# 2. <u>BROKEN HILL CITY COUNCIL REPORT NO. 204/19 - DATED</u> NOVEMBER 11, 2019 - WATER NSW ACQUISITION OF WATER PIPELINE EASEMENT FROM WILLYAMA COMMON TRUST -CONFIDENTIAL

(General Manager's Note: This report considers a deed of 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).