

March 18, 2020

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, MARCH 25, 2020

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, March 25, 2020** commencing at 6:30p.m. 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, February 26, 2020.

Meeting commenced at 6:30p.m.

PRESENT: Councillor D. Turley (Mayor) Councillors, B. Algate (part of meeting),

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

General Manager, Chief Financial Officer, Director Corporate, Manager Communications, Governance Officer and Executive Support Officer.

Media (3), Members of the Public (9).

APOLOGIES: Councillor C. Adams (Deputy Mayor) and Councillor D. Gallagher.

RESOLUTION

Minute No. 46169

Councillor R. Page moved) That the apologies submitted by Councillor Councillor M. Clark seconded) Adams and Councillor Gallagher be accepted

and leave of absence granted.

CARRIED UNANIMOUSLY

PRAYER

Councillor Licul delivered the prayer

ACKNOWLEDGEMENT OF COUNTRY

Councillor Clark delivered the Acknowledgment of Country

MINUTES FOR CONFIRMATION

RESOLUTION

Minute No. 46170 That the Minutes of the Ordinary Meeting of the Councillor J. Nolan moved
Councillor M. Clark seconded

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held December 11, 2019 be confirmed.

FOR: Crs Algate, Browne, Clark, Licul, Nolan, Page and Turley

AGAINST: Cr Kennedy

RESOLUTION

Minute No. 46171

Councillor J. Nolan moved) That the Minutes of the Extraordinary Meeting of

Councillor M. Browne seconded) the Council of the City of Broken Hill held

January 13, 2020 be confirmed.

CARRIED

CARRIED

FOR: Crs Algate, Browne, Clark, Licul, Nolan, Page and Turley

AGAINST: Cr Kennedy

DISCLOSURE OF INTEREST

Councillor Kennedy declared:

- An insignificant non-pecuniary conflict of interest in Notice of Motion Item 1 as he plays cricket at the Norm Fox Oval and advised that he will remain in the Council Chambers and exercise his vote.
- An insignificant non-pecuniary conflict of interest in Report No. 17/20 relating to \$200,000 to upgrade the Norm Fox Oval as he plays cricket at the Oval and advised that he will remain in the Council Chambers and exercise his vote.
- A non-pecuniary conflict of interest in Confidential Report No. 29/20 and advised that he will leave the Council Chambers whilst the item is considered.

MAYORAL MINUTES

A confidential Mayoral Minute will be considered in closed session at this meeting.

NOTICES OF MOTION

ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/20 - DATED FEBRUARY 14, 12/53

2020 - NORM FOX OVAL UPGRADE WORKS Motion Councillor T. Kennedy moved 1. That Motions of Which Notice has been Councillor B. Algate seconded Given No. 1/20 dated February 14, 2020, be received. 2. That Broken Hill City Council budget \$1,500,000 in the 2020/2021 budget for works at the Norm Fox Oval that include lighting, sprinkler systems, new turf etc. 3. That grants be applied for. 4. That money for the Norm Fox Oval project is transferred from Council's infrastructure loan. Amendment Councillor B. Licul moved 1. That Motions of Which Notice has been Councillor M. Clark seconded Given No. 1/20 dated February 14, 2020, be received. 2. That grants be applied for.

CARRIED

FOR: Crs Browne, Clark, Licul, Nolan and Turley

AGAINST: Cr Algate, Kennedy and Page

The amendment becomes the motion.

RESOLUTION Minute No. 46172 Councillor B. Licul moved Councillor M. Clark seconded)		 That Motions of Which Notice has been Given No. 1/20 dated February 14, 2020, be received.
			2. That grants be applied for.
			CARRIED
FOR: Crs Browne, Clark, Licul, No. AGAINST: Cr Algate, Kennedy and Pa		ırley	
ITEM 2 - MOTIONS OF WHICH NOTICE 2020 - IMPLEMENTATION OF A PROCESSION OF A PR			VEN NO. 2/20 - DATED FEBRUARY 14, WATERING OF STREET TREES 15/131
Motion Councillor T. Kennedy moved Councillor B. Algate seconded)		That Motions of Which Notice has been Given No. 2/20 dated February 14, 2020, be received.
			That Broken Hill City Council implement a program to save the city's trees from dying from drought related conditions.
		,	That Broken Hill City Council dig holes next to trees for poly pipe so that watering of trees will allow water to reach the roots, rather than run off and evaporate.
Amendment Councillor M. Clark moved Councillor M. Browne seconded)		That Motions of Which Notice has been Given No. 2/20 dated February 14, 2020, be received.
			That Broken Hill City Council implement a program to save the city's trees from dying from drought related conditions.
			CARRIED
FOR: Crs Browne, Clark, Licul, N AGAINST: Cr Algate and Kennedy	Nolan, Page	e and 1	Turley
The amendment becomes the motion.			
RESOLUTION Minute No. 46173 Councillor M. Clark moved Councillor M. Browne seconded)	Ν	That Motions of Which Notice has been Given No. 2/20 dated February 14, 2020, be
			eceived.
		р	That Broken Hill City Council implement a program to save the city's trees from dying from drought related conditions.

CARRIED

FOR: Crs Browne, Clark, Licul, Nolan, Page and Turley AGAINST: Cr Algate and Kennedy ITEM 3 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 3/20 - DATED FEBRUARY 14, 2020 - IMPERIAL LAKES 11/161 Motion Councillor T. Kennedy moved Councillor B. Algate seconded) 1. That Motions of Which Notice has been Given No. 3/20 dated February 14, 2020, be received. 2. That Broken Hill City Council acknowledge the public meeting attended by 47 people that unanimously supported the reopening of the Imperial Lakes and that the meeting supported the efforts by the Broken Hill City Council and the Local Member, Mr Roy Butler MP, to ensure the banks are not reduced in 3. That Broken Hill City Council write to the Local Member recommitting Council's support for saving the Imperial Lakes as viable wetlands. Amendment Councillor J. Nolan moved 1. That Motions of Which Notice has been Councillor M. Browne seconded Given No. 3/20 dated February 14, 2020, be received. 2. That Broken Hill City Council acknowledge the public meeting that unanimously supported the reopening of the Imperial Lakes. 3. That Broken Hill City Council continues to support the efforts of Local Member, Mr Roy Butler MP, to investigate ways to achieve the continuation of the Imperial Lakes as a viable wetland and a recreational reserve for the people of Broken Hill. **CARRIED** FOR: Crs Browne, Clark, Licul, Nolan and Turley AGAINST: Cr Algate and Kennedy and Page The amendment becomes the motion. Motion Councillor J. Nolan moved 1. That Motions of Which Notice has Councillor M. Browne seconded been Given No. 3/20 dated February 14, 2020, be received. 2. That Broken Hill City Council

acknowledge the public meeting that

unanimously supported the reopening of the Imperial Lakes.

 That Broken Hill City Council continues to support the efforts of Local Member, Mr Roy Butler MP, to investigate ways to achieve the continuation of the Imperial Lakes as a viable wetland and a recreational reserve for the people of Broken Hill.

Amendment

Councillor T. Kennedy moved
Councillor B. Algate seconded

- 1. That Motions of Which Notice has been Given No. 3/20 dated February 14, 2020, be received.
- 2. That Broken Hill City Council acknowledge the public meeting attended by 47 people that unanimously supported the reopening of the Imperial Lakes and that the meeting supported the efforts by the Broken Hill City Council and the Local Member, Mr Roy Butler MP, to ensure the banks are not reduced in size.
- That Broken Hill City Council writes to the Local Member, Mr Roy Butler MP, to investigate ways to achieve the continuation of the Imperial Lakes as a viable wetland and a recreational reserve for the people of Broken Hill.

CARRIED UNANIMOUSLY

The amendment becomes the motion.

RESOLUTION

Minute No. 46174

Councillor T. Kennedy moved
Councillor B. Algate seconded

- 1. That Motions of Which Notice has been Given No. 3/20 dated February 14, 2020, be received.
- 2. That Broken Hill City Council acknowledge the public meeting attended by 47 people that unanimously supported the reopening of the Imperial Lakes and that the meeting supported the efforts by the Broken Hill City Council and the Local Member, Mr Roy Butler MP, to ensure the banks are not reduced in size.
- That Broken Hill City Council writes to the Local Member, Mr Roy Butler MP, to investigate ways to achieve the continuation of the Imperial Lakes as a viable wetland and a

recreational reserve for the people of Broken Hill.

CARRIED UNANIMOUSLY

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

Nil.

REPORTS

<u>ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 4/20 - DATED FEBRUARY 10, 2020 - CORRESPONDENCE REPORT - NSW TRAINLINK TRIAL SERVICE CONCESSION FEES</u> 11/16

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RESOLUTION

Minute No. 46175

Councillor J. Nolan moved

Councillor B. Licul seconded

- 1. That Broken Hill City Council Report No. 4/20 dated February 10, 2020, be received.
- That correspondence from Member for Barwon, Mr Roy Butler MP, dated 7 January 2020, enclosing a copy of correspondence dated 17 October 2019 to the Minister for Regional Transport and Roads regarding the NSW Trainlink trial coach service between Broken Hill and Mildura and Adelaide, be received.
- That reply correspondence from the Parliamentary Secretary for Regional Transport, Mr. Stephen Bromhead MP dated 28 November 2019, be received.
- 4. That Council notes that the Country Pensioner Excursion fare of \$2.50 (eligibility applies) is available between Broken Hill and Mildura, along with a pensioner fare of \$26.52 (half of the adult fare) and for the Broken Hill to Adelaide service a pensioner fare (half of the adult fare) of \$44.38 is available. It should also be noted that the trial period has been extended until May 2020 due to its popularity.
- That Council writes to the State Member and the Deputy Premier requesting that, given the popularity of the trial service and its proven viability, that the service becomes permanent after the trial period ceases in May 2020.

CARRIED UNANIMOUSLY

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 5/20 - DATED DECEMBER 20, 2019 -

ATTENDANCE AT THE 2020 NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT TO BE HELD IN CANBERRA ON 14-17 JUNE, 2020. 11/304 Motion Councillor M. Browne moved 1. That Broken Hill City Council Report No. 5/20 Councillor M. Clark seconded dated December 20, 2019, be received. 2. That Council be represented at the 2020 National General Assembly of Local Government in Canberra, June 14-17, 2020 by the Mayor, Deputy Mayor and General Manager and any interested Councillors. 3. That interested Councillors submit a completed Travel Form to the Executive Support Officer by 20 March 2020. Amendment Councillor T. Kennedy moved 1. That Council writes to the National General Councillor B. Algate seconded Assembly of Local Government to ask if Council can attend the conference via video link to reduce costs for Council. LOST FOR: Crs Algate and Kennedy AGAINST: Crs Browne, Clark, Licul, Nolan, Page and Turley The original motion was put. RESOLUTION Minute No. 46176 Councillor M. Browne moved 1. That Broken Hill City Council Report No. Councillor M. Clark seconded 5/20 dated December 20, 2019, be received. 2. That Council be represented at the 2020 National General Assembly of Local Government in Canberra, June 14-17, 2020

- by the Mayor, Deputy Mayor and General Manager and any interested Councillors.
- 3. That interested Councillors submit a completed Travel Form to the Executive Support Officer by 20 March 2020.

CARRIED

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

AGAINST: Crs Algate and Kennedy

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 6/20 - DATED DECEMBER 20, 2019 - 2020
NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT - CALL FOR MOTIONS 11/304

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RESOLUTION

Minute No. 46177
Councillor T. Kennedy moved
Councillor M. Clark seconded

- 1. That Broken Hill City Council Report No. 6/20 dated December 20, 2019, be received.
- That the following motion be forwarded to the Australian Local Government Association by March 27, 2020 to be included in the 2020 National General Assembly of Local Government, along with a copy of this Council Meeting resolution:
 - a) That NSW Councils be given the opportunity to attend future National General Assemblies of Local Government via videoconference which includes the ability to vote on conference motions.

CARRIED UNANIMOUSLY

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 7/20 - DATED DECEMBER 17, 2019 - APPOINTMENT OF COUNCIL DELEGATE TO THE RECONCILIATION ACTION PLAN WORKING
GROUP
11/9

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RESOLUTION

Minute No. 46178
Councillor M. Clark moved
Councillor J. Nolan seconded

- 1. That Broken Hill City Council Report No. 7/20 dated December 17, 2019, be received.
- 2. That Council accepts Councillor Adams' resignation from the Reconciliation Action Plan Working Group.
- That Councillor Clark be appointed as a Council delegate to fill the vacant position on the Reconciliation Action Plan Working Group.

CARRIED UNANIMOUSLY

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 8/20 - DATED JANUARY 31, 2020 - BROKEN HILL TOURISM INDUSTRY UPDATE

11/407

Resolved

- 1. That Broken Hill City Council Report No. 8/20 dated January 31, 2020, be received.
- 2. That Council continues to support the industry-led tourism model.
- 3. That Council's internal tourism working group continues to manage the destination marketing campaign in conjunction with Destination Country and Outback and Destination NSW.

RESOLUTION Minute No. 46179 Councillor T. Kennedy moved Councillor M. Clark seconded)	CARRIED UNANIMOUSLY
ITEM 9 - BROKEN HILL CITY COUNCIL F BROKEN HILL CULTURAL PRECINCT LIE Resolved		NO. 9/20 - DATED FEBRUARY 12, 2020 - + ARCHIVE - PROJECT UPDATE 16/89
That Broken Hill City Council Report No.	o. 9/20 d	ated February 12, 2020, be received.
RESOLUTION Minute No. 46180 Councillor T. Kennedy moved Councillor M. Clark seconded)	CARRIED UNANIMOUSLY
ITEM 10 - BROKEN HILL CITY COUNCIL ADOPTION OF THE DRAFT AGENCY INF		T NO. 10/20 - DATED FEBRUARY 07, 2020 - TON GUIDE 11/118
Resolved		
That Broken Hill City Council Report No.	o. 10/20	dated February 7, 2020, be received.
2. That Council adopt the Draft Agency In	formatio	n Guide.
3. That the current Agency Information G the revised Agency Information Guide.	uide be r	removed from Council's website and replaced with
RESOLUTION Minute No. 46181 Councillor M. Browne moved Councillor B. Licul seconded)	CARRIED UNANIMOUSLY
ITEM 11 - BROKEN HILL CITY COUNCIL ADOPTION OF DRAFT COMPANION ANI		T NO. 11/20 - DATED NOVEMBER 01, 2019 - NAGEMENT PLAN 11/141
Councillor J. Nolan moved Councillor M. Clark seconded)	 That Broken Hill City Council Report No. 11/20 dated November 1, 2019, be received.
		 That the draft Companion Animal Management Plan be adopted as a Plan of Council.
Amendment Councillor T. Kennedy moved Councillor B. Algate seconded)	 That Broken Hill City Council Report No. 11/20 dated November 1, 2019, be received.
		That the draft Companion Animal Management Plan be adopted as a Plan of

Council with the following amendments to clause 5.8-Sick or Injured Animals – paragraph 3 and 4 to read:

"If the owner cannot be readily contacted then the injured/sick animal will be delivered to a clinic for veterinary attention."

"If an injured/sick animal cannot be identified then the animal will be delivered to a clinic for veterinary attention."

CARRIED

FOR: Crs Algate, Clark, Kennedy, Licul,

Nolan and Page

AGAINST: Crs Browne and Turley

The amendment becomes the motion.

RESOLUTION

Minute No. 46182

Councillor T. Kennedy moved
Councillor B. Algate seconded

- That Broken Hill City Council Report No. 11/20 dated November 1, 2019, be received.
- 2. That the draft Companion Animal Management Plan be adopted as a Plan of Council with the following amendments to clause 5.8-Sick or Injured Animals paragraph 3 and 4 to read:

"If the owner cannot be readily contacted then the injured/sick animal will be delivered to a clinic for veterinary attention."

"If an injured/sick animal cannot be identified then the animal will be delivered to a clinic for veterinary attention."

CARRIED UNANIMOUSLY

ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 13/20 - DATED DECEMBER 02, 2019 - ADOPTION OF DRAFT ASSET MANAGEMENT POLICY, ASSET MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING ASSETS RATIONALISATION 13/163

RESOLUTION

Minute No. 46183
Councillor T. Kennedy moved)
Councillor B. Algate seconded)

- That Broken Hill City Council Report No. 13/20 dated December 2, 2019, be received.
- 2. That the matter be deferred for one month to allow another Councillor workshop to be conducted on Asset Management and Asset Rationalisation.

CARRIED UNANIMOUSLY

ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 14/20 - DATED DECEMBER 16, 2019 - ADOPTION OF DRAFT PRIVACY MANAGEMENT PLAN AND DRAFT ACCESS TO INFORMATION POLICY 11/371, 12/14

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- 1. That Broken Hill City Council Report No. 14/20 dated December 16, 2019, be received.
- 2. That the Draft Privacy Management Plan be adopted as a Plan of Council and supersedes the previously adopted Model Privacy Management Plan (2013).
- 3. That the Draft Access to Information Policy be adopted as a Policy of Council and supersedes the previously adopted Access to Information Policy (2013).

RESOLUTION

Minute No. 46184
Councillor T. Kennedy moved)
Councillor J. Nolan seconded) CARRIED UNANIMOUSLY

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 15/20 - DATED DECEMBER 16, 2019 ADOPTION OF DRAFT ENTERPRISE RISK MANAGEMENT POLICY 13/19

.
Councillor T. Kennedy moved) 1. That Broken Hill City Council Report No.
Councillor B. Algate seconded) 15/20 dated December 16, 2019, be received.

 That Council adopts the draft Enterprise Risk Management Policy as a Policy of Council with the following amendments to page 2, clause 4.1-Target Level of Risk – Risk Appetite:

point 1 - remove "or low"
point 2 - remove "or low"
point 3 - remove "or low"
point 4 - "moderate" be replaced with "little or no"
point 5 - remove "or moderate"
point 6 - "moderate" be replaced with "little or no"

Councillor Browne foreshadowed an amendment.

<u>Amendment</u>

Councillor M. Browne moved Councillor J. Nolan seconded

- That Broken Hill City Council Report No. 15/20 dated December 16, 2019, be received.
- 2. That Council adopts the draft Enterprise Risk Management Policy as a Policy of Council.

During consideration of the amendment. Councillor Algate queried whether as per the Code of Meeting Practice, the meeting would adjourn at 9:00p.m.

Councillor Algate left the meeting at 8:55p.m.

The Mayor advised that as per clause 18.1 of the Code of Meeting Practice, meetings of the Council and Committees of the Council are to conclude no later than 9:00p.m.; and clause 18.2 states that if the business of the meeting is unfinished at 9:00p.m. the Council or the Committee may, by resolution, extend the time of the meeting.

The Mayor sought a motion from Councillors.

FOR:

AGAINST:

Cr Kennedy

The major cought a motion from Councillors			
RESOLUTION Minute No. 46185 Councillor J. Nolan moved Councillor B. Licul seconded)	1.	That the Standing Orders be suspended in order for the meeting to adjourn for a five minute break, and at the conclusion of the break, the Standing Orders be resumed and the meeting continue in order for all items of business to be considered.
			CARRIED
FOR: Crs Browne, Clark, Licul, Nolar AGAINST: Cr Kennedy	n, Page	and	Turley
Standing Orders were suspended and the m	eeting	was	adjourned at 9:03p.m. for a five minute break.
The meeting recommenced at 9:08p.m. and	standir	ng or	ders resumed.
The amendment was put.			
Amendment Councillor M. Browne moved Councillor J. Nolan seconded)	1.	That Broken Hill City Council Report No. 15/20 dated December 16, 2019, be received. That Council adopts the draft Enterprise Risk Management Policy as a Policy of Council.
FOD: Cro Province Clark Liqui Nolor	Dogo	and	CARRIED
FOR: Crs Browne, Clark, Licul, Nolar AGAINST: Cr Kennedy	ı, Page	and	runey
The amendment becomes the motion.			
RESOLUTION Minute No. 46186 Councillor M. Browne moved Councillor J. Nolan seconded)	1.	That Broken Hill City Council Report No. 15/20 dated December 16, 2019, be received. That Council adopts the draft Enterprise Risk Management Policy as a Policy of Council.

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Crs Browne, Clark, Licul, Nolan, Page and Turley

CARRIED

ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 16/20 - DATED FEBRUARY 13, 2020 -REVIEW OF THE BROKEN HILL DEVELOPMENT CONTROL PLAN 2016 11/529

Resolved

Ί.	That Broken Hill City	Council Report No.	16/20 dated Febru	uary 13, 2020,	be received.

1. That Broken Hill City Council Report	t No. 16/2	0 dated February 13, 2020, be received.
RESOLUTION Minute No. 46187 Councillor M. Browne moved Councillor B. Licul seconded)	CARRIED UNANIMOUSLY
		RT NO. 17/20 - DATED FEBRUARY 12, 2020 - FOR PERIOD ENDING DECEMBER 2019 12/160
Resolved		
That Broken Hill City Council Report	t No. 17/2	0 dated February 12, 2020, be received.
2. That the 2nd Quarterly Budget Rev	iew Staten	nent and recommendations be adopted
3. That Council note the projected 201	19/20 oper	ating deficit (before capital) of \$4,869,000.
4. That Council note the 2019/20 proje	ected capit	tal budget expenditure of \$14,251,000.
5. That Council note the updated Long	g-Term Fir	nancial Plan as at 31 December 2019.
RESOLUTION Minute No. 46188 Councillor J. Nolan moved Councillor B. Licul seconded FOR: Crs Browne, Clark, Licul, No. AGAINST: Cr Kennedy		·
ITEM 17 - BROKEN HILL CITY COUNC INVESTMENT STRATEGY AND PORT		RT NO. 18/20 - DATED FEBRUARY 13, 2020 - EVIEW FOR 2019/20 FYTD 17/82
. Motion Councillor B. Licul moved Councillor J. Nolan seconded)	 That Broken Hill City Council Report No. 18/20 dated February 13, 2020, be received.
Amendment Councillor T. Kennedy moved)	 That Broken Hill City Council Report No. 18/20 dated February 13, 2020, be received. That Council withdraws any investments that
The original motion was put. RESOLUTION Minute No. 46189		can be impacted by the stock market. LAPSED (FOR LACK OF A SECONDER)
Councillor B. Licul moved	١	1 That Broken Hill City Council Report No.

18/20 dated February 13, 2020, be received.

Councillor J. Nolan seconded

CARRIED

<u>ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 19/20 - DATED JANUARY 09, 2020 - INVESTMENT REPORT FOR DECEMBER 2019</u> 17/82

Resolved

1. That Broken Hill City Council Report No. 19/20 dated January 9, 2020, be received.

<u>ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 20/20 - DATED FEBRUARY 11, 2020 - INVESTMENT REPORT FOR JANUARY 2020</u> 17/82

Resolved

1. That Broken Hill City Council Report No. 20/20 dated February 11, 2020, be received.

Amendment Councillor T. Kennedy moved)	3. That the recommendations of item 18 and 19 be received.
	,	 That Council withdraws any investments that can be impacted by the stock market.
		LAPSED (FOR LACK OF A SECONDER)
Minute No. 46190 Councillor J. Nolan moved Councillor B. Licul seconded)	That the recommendations of items 18 to 19 be adopted.

CARRIED

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

AGAINST: Cr Kennedy

<u>ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 21/20 - DATED FEBRUARY 13, 2020 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 399 HELD WEDNESDAY, 4</u>
FEBRUARY 2020 11/397

Resolved

- 1. That Broken Hill City Council Report No. 21/20 dated February 13, 2020, be received.
- 2. That the minutes for the Local Traffic Committee Meeting No.399 held 4 February, 2020 be received.
- 3. That the following Item 399.6.1 Additional accessible parking request Demo Club, be approved that the accessible ramp is upgraded and consultation is held with the Demo Club regarding additional accessible parks (design attached).
- 4. That the following Item 397.6.2 Request for Installation of a speed bump in Iodide Lane, be approved to install additional speed bumps in Iodide Lane as per attached design.
- 5. That the following Item 392.6.4 Broken Hill Aquatic Centre accessible Parking be approved, that parking arrangements at the Aquatic Centre carpark are changed as per the attached design to extend the bus zone, remove park in front of emergency entrance, install a new accessible ramp and adjoining accessible parks either side.
- 6. That the following Item 397.6.1 Angle parking at Taxi rank outside the Theatre Royal Hotel, be approved that for a 2-month trial period the Taxi zone in front of the Theatre Royal Hotel be changed to parallel parking with new signs to be installed (design attached).
- 7. That the following Item 397.6.3 Crystal Street parking sign time modification, be approved that 15 car parking spots in Crystal Street be changed to 4-hour parking. New signs to be installed (design attached).

RESOLUTION

Minute No. 46191
Councillor M. Browne moved
Councillor J. Nolan seconded
CARRIED UNANIMOUSLY

ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 1/20 - DATED FEBRUARY 11, 2020 - ACTION LIST REPORT 11/21

Resolved

1. That Broken Hill City Council Report No. 1/20 dated February 11, 2020, be received.

RESOLUTION

Minute No. 46192
Councillor J. Nolan moved
Councillor M. Clark seconded
)
CARRIED UNANIMOUSLY

COMMITTEE REPORTS

<u>ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 22/20 - DATED FEBRUARY 11, 2020 - MEMBERSHIP OF SECTION 355 COMMITTEES</u>

11/9

Resolved

1. That Broken Hill City Council Report No. 22/20 dated February 11, 2020, be received.

2. That Council appoints Mr Wayne Orr as a community representative on the BIU Band Hall Section 355 Community Committee.

<u>ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 23/20 - DATED DECEMBER 19, 2019 - MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY ADVISORY COMMITTEE MEETINGS HELD 22 MAY 2019 AND 2 OCTOBER 2019</u> 12/46

Resolved

- 1. That Broken Hill City Council Report No. 23/20 dated December 19, 2019, be received.
- 2. That minutes of the Broken Hill Regional Art Gallery Advisory Committee meetings held 22 May 2019 and 2 October 2019 be received.

ITEM 24 - BROKEN HILL CITY COUNCIL REPORT NO. 24/20 - DATED DECEMBER 19, 2019 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD 25 JULY 2019, 29
AUGUST 2019 AND 16 DECEMBER 2019 15/87

Resolved

- 1. That Broken Hill City Council Report No. 24/20 dated December 19, 2019, be received.
- 2. That minutes of the Broken Hill Heritage Committee Meetings held 25 July 2019, 29 August 2019 and 16 December 2019 be received.

<u>ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 25/20 - DATED DECEMBER 20, 2019 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETINGS HELD 9 DECEMBER 2019 AND 10 FEBRUARY 2020 11/53</u>

Resolved

- 1. That Broken Hill City Council Report No. 25/20 dated December 20, 2019, be received.
- 2. That minutes of the Picton Oval Community Committee meetings held 9 December 2019 and 10 February 2020 be received.

Minute No. 46193Councillor B. Licul moved)That the recommendations of items 22 to 25 beCouncillor J. Nolan seconded)adopted.

CARRIED UNANIMOUSLY

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

ITEM 26 - QUESTIONS ON NOTICE NO. 1/20 - DATED DECEMBER 02, 2019 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE NOVEMBER 2019 AND DECEMBER 2019 ORDINARY COUNCIL MEETINGS 17/133, 11/171, 11/390

Resolved

1. That Questions On Notice No. 1/20 dated December 2, 2019, be received.

RESOLUTION Minute No. 46194 Councillor T. Kennedy moved Councillor B. Licul seconded CARRIED UNANIMOUSLY

<u>ITEM 27 - QUESTIONS ON NOTICE NO. 2/20 - DATED FEBRUARY 18, 2020 - QUESTIONS WITH NOTICE SUBMITTED BY COUNCILLOR KENNEDY</u> 19/22

Resolved

1. That Questions On Notice No. 2/20 dated February 18, 2020, be received.

)	
)	CARRIED UNANIMOUSLY
)

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

\$10M Infrastructure Loan (Item 1)

The General Manager took a question on notice from Cr Algate regarding how much of the \$10M infrastructure loan is left unspent. This was later quantified during discussions around the quarterly review document.

<u>Draft Companion Animal Management Plan (Item 11)</u>

Questions were taken on notice from Councillor Kennedy regarding the operation of the new Animal Shelter including:

- a) Cost of depreciation of the Animal Shelter Building?
- b) Cost of additional 10 hours per week to man the Shelter?
- c) Whole of life asset cost, and the impact of this cost on other Council infrastructure?
- d) how much will the community education program to promote responsible pet ownership cost?
- e) Who will pay the charges when injured animals are taken to a veterinary clinic for treatment?

Clearing of Crown Land within the City (Item 26)

Councillor Kennedy asked who is responsibility for the clearing of crown land within the City?

Quarterly Budget Review Statement (Item 16)

Councillor Kennedy referred to the comments on page 300 regarding the Consultancy and Legal Expenses Budget Review Statement and asked for an explanation of how all expenditure on the Civic Centre rectification works and ongoing legal expenses have been made in accordance with the November 2017 confidential resolution minute number 45709? And asked how Council can make the statement in an open business paper "the Council are of the opinion that the claim against the

contractors will be successful". ? and how did this statement come about when Council has not resolved that way?

Debt Collection Notices

Councillor Kennedy advised of ratepayers receiving notices from a debt collector agency for late payment of rates when their rates payments are up-to-date, and asked if this can be rectified?

Waste Transfer Station - Safety Risk

Councillor Kennedy advised of a safety issue at the new Waste Transfer Station as the public are having to lift heavy rubbish above waist height when using the Transfer Station due to parking their trailer 4 feet short of the disposal area, and asked whether this is a potential Work Health and Safety risk?

The Mayor advised that a Councillor site inspection would be organised.

DPIE / OLG Letter

Councillor Kennedy asked whether the DPIE/OLG letter would be tabled at a future Council Meeting.

The Mayor advised that she met with the Office of Local Government Investigations Manager, Ms Lyn Browne, who advised that as per the letter it needed only to be circulated to Councillors and the General Manager. The letter has been circulated to Councillors and the General Manager and was also the subject of a media release.

Road Repair Works

Councillor Kennedy referred to the "fix this" graffiti writing on roads within the City, and asked for an idea of costings to repair these sections of road pavement.

Street Trees (Item 26)

Councillor Kennedy referred to a previous Council resolution (of approximately 2010) regarding a program to replace gum trees on footpaths with a less invasive species of tree and asked what happened with this program and why was it not implemented?

Waste Transfer Station - Councillor Site Inspection

Councillor Page requested a site inspection for Councillor of the Waste Transfer Station.

The Mayor advised that this will be arranged.

Street Trees (Item 26)

Councillor Page referred to the Councillor Briefing held on Monday 24 February 2020 to discuss matters listed in the Business Paper and that Councillor Browne had requested information on the species of trees to be replanted around the City as part of the upcoming Street Tree Replacement Program which will commence in May 2020. This question was taken on notice at the Briefing.

RESOLUTION

Minute No. 46196
Councillor M. Clark 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 matters are considered.

CARRIED

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

AGAINST: Cr Kennedy

Members of the public, media left at 9:49p.m.

CONFIDENTIAL MATTERS

The General Manager declared a pecuniary interest in Mayoral Minute No. 3/20 and left the Council Chambers at 9:50p.m.

Staff (excluding the Governance Officer) left the Council Chambers at 9:51p.m. The Governance Officer left the Council Chambers at 9:52p.m.

<u>ITEM 28 - MAYORAL MINUTE NO. 3/20 - DATED FEBRUARY 18, 2020 - GENERAL MANAGER'S</u> <u>PERFORMANCE REVIEW - CONFIDENTIAL</u> 16/156

(<u>General Manager's Note</u>: This report considers a staffing matter and is deemed confidential under Section 10A(2) (a) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual).

Resolved

AGAINST:

- 1. That Mayoral Minute No. 3/20 dated February 18, 2020, be received.
- 2. That Council note that the General Manager's Performance Appraisal Committee met on Tuesday 14 January 2020 to review the performance of the General Manager.
- That the outcomes of the General Manager Performance review for the period November 2018 to November 2019, be affirmed as 'above satisfactory' based on the assessment of the General Manager Performance Review Committee meeting held 14 January 2020.
- 4. That as per clause 8.3 of the General Manager Employment Contract the General Manager's salary package be increased by one and a half percent (1.5%) to reflect market movement and peer relativity within the sector.
- 5. That the adjustment be backdated to the anniversary date of 4 April 2019 and General Manager Mr. James Roncon be formally advised of the outcome of his annual review.
- 6. That the General Manager Review Committee meet to establish and finalise a set of agreed benchmark data metrics to become part of the General Manager performance document.

RESOLUTION Minute No. 46197 Councillor B. Licul moved) CARRIED Councillor M. Clark seconded) FOR: Crs Browne, Clark, Licul, Nolan, Page and Turley

Staff returned to the Council Chambers at 10:13p.m.

Cr Kennedy

ITEM 29 - QUESTIONS ON NOTICE NO. 3/20 - DATED FEBRUARY 18, 2020 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE JANUARY 2020 EXTRAORDINARY COUNCIL MEETING - CONFIDENTIAL 17/185

(<u>General Manager's Note</u>: This report considers questions relating to a current legal matter and is deemed confidential under Section 10A(2) (g) of the Local Government Act, 1993 which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

Resolved

1. That Questions On Notice No. 3/20 dated February 18, 2020, be received.

RESOLUTION Minute No. 46198 Councillor B. Licul moved Councillor M. Browne seconded)		CARRIED UNANIMOU	SLY
TEM 30 - QUESTIONS ON NOTICE NO.	<u>4/20 - DATED F</u>	EBRUARY 14,	2020 - QUESTIONS WI	<u>TH</u>

ITEM 30 - QUESTIONS ON NOTICE NO. 4/20 - DATED FEBRUARY 14, 2020 - QUESTIONS WITH NOTICE SUBMITTED BY COUNCILLOR KENNEDY - CONFIDENTIAL 20/9, 17/185, 19/22, 16/92 (General Manager's Note: This report considers questions relating to current legal matters and is deemed confidential under Section 10A(2) (g) of the Local Government Act, 1993 which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

Resolved

1. That Questions On Notice No. 4/20 dated February 14, 2020, be received.

RESOLUTION

Minute No. 46199
Councillor T. Kennedy moved
Councillor B. Licul seconded
)
CARRIED UNANIMOUSLY

ITEM 31 - BROKEN HILL CITY COUNCIL REPORT NO. 26/20 - DATED FEBRUARY 17, 2020 - T19/5 REQUEST FOR TENDER FOR REPLACEMENT OF AIRPORT FENCING - CONFIDENTIAL T19/5

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

Resolved

- 1. That Broken Hill City Council Report No. 26/20 dated February 17, 2020, be received.
- 2. That Council award the tender to Sunset Group Australia Pty Ltd for the tendered amount of \$525,313.25 (including GST) for the delivery of the airport perimeter fencing project.

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Minute No. 46200		
Councillor M. Browne moved)	
Councillor J. Nolan seconded)	CARRIED

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

AGAINST: Cr Kennedy

ITEM 32 - BROKEN HILL CITY COUNCIL REPORT NO. 27/20 - DATED FEBRUARY 17, 2020 - ENGAGEMENT OF PUBLIC WORKS ADVISORY FOR 2019/20 CAPITAL WORKS PROJECT MANAGEMENT SERVICES - CONFIDENTIAL D20/7183

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

Resolved

- 1. That Broken Hill City Council Report No. 27/20 dated February 17, 2020, be received.
- 2. That Public Works Advisory (PWA) is engaged to Project Manage the design and delivery of Airport lighting, Airport fencing, Sturt Park upgrades to children's playground and Air-conditioning upgrade to six-buildings for a total sum of \$517,200 excl GST.
- 3. That the engagement of Public Works Authority be a Direct Engagement under Section 55 of the Local Government Act 1993.

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Minute No. 46201		
Councillor M. Browne moved)	
Councillor B. Licul seconded)	CARRIED UNANIMOUSLY

ITEM 33 - BROKEN HILL CITY COUNCIL REPORT NO. 28/20 - DATED FEBRUARY 19, 2020 - PROPOSED MAJOR DEVELOPMENT - CONFIDENTIAL 19/75

(General Manager's Note: This report considers a major development and is deemed confidential under Section 10A(2) (c) (d) 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; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Resolved

- 1. That Broken Hill City Council Report No. 28/20 dated February 19, 2020, be received and noted.
- 2. That Council set a fee of \$60.00 per tonne for the acceptance of Restricted Solid Waste for the proposed development detailed within the report.

RESOLUTION

Minute No. 46202		
Councillor J. Nolan moved)	
Councillor M. Clark seconded)	CARRIED

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

AGAINST: Cr Kennedy

ITEM 34 - BROKEN HILL CITY COUNCIL IS CORRESPONDENCE REPORT - CODE OF CONFIDENTIAL (General Manager's Note: This report is de Government Act, 1993 which contains infor Conduct requirements applicable under second conduct requirements applicable under second conduct requirements.	PF CON eemed mation	DUCT NO. BHC201905 confidential under Section regarding alleged contra	28 AND BHC20190628 - CC19/1 on 10A(2) (i) of the Local
RESOLUTION Minute No. 46203 Councillor R. Page moved Councillor B. Licul seconded)	Meeting.	erred to the next Council CARRIED UNANIMOUSLY
ITEM 35 - BROKEN HILL CITY COUNCIL IS CONFIDENITAL MINUTES FOR CONFIRM 13 JANUARY 2020 - CONFIDENTIAL (General Manager's Note: This report consmatter and is deemed confidential under Sewhich provides for information that would, if contains advice concerning litigation, or adviced proceedings on the ground of legal proceedings on the ground of legal proceedings.	MATION siders c ection 1 f disclos	enfidential minutes for confidential minutes f	OUNCIL MEETING HELD 19/11 onfirmation that relate to a I Government Act, 1993 enance of law; AND which
That Broken Hill City Council Report No.	20/20	dated February 21, 202	20. ho roccived
That the confidential minutes of the Ext confirmed.		·	
RESOLUTION Minute No. 46204 Councillor B. Licul moved Councillor M. Browne seconded)		CARRIED
FOR: Crs Browne, Clark, Licul, Nolan AGAINST: Cr Kennedy	ı, Page	and Turley	
Members of the media returned to the Counc	cil Char	nbers at 10:30p.m.	
The Mayor read the resolution of item 28 and 35.	d the Ge	eneral Manager read the	resolutions of Items 29 to
There being no further business the Mayor c	losed th	ne meeting at 10:32p.m.	
THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON 25 MARCH 2020.)))	

CHAIRPERSON

REPORTS

1.	BROKEN HILL CITT COUNCIL REPORT NO. 31/20 - DATED MARCH 04,
	2020 - OFFICE OF LOCAL GOVERNMENT DISCUSSION PAPER -
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2.	BROKEN HILL CITY COUNCIL REPORT NO. 32/20 - DATED MARCH 06,
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	28, 2020 - ADOPTION OF DRAFT ASSET MANAGEMENT POLICY,
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Ordinary Council 25 March 2020

ORDINARY MEETING OF THE COUNCIL

March 4, 2020

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 31/20

<u>SUBJECT:</u> <u>OFFICE OF LOCAL GOVERNMENT DISCUSSION PAPER -</u>

COUNCILLOR SUPERANNUATION

11/20

Recommendation

- 1. That Broken Hill City Council Report No. 31/20 dated March 4, 2020, be received.
- 2. That Council notes Office of Local Government Circular 20-05 and Office of Local Government Discussion Paper Councillor Superannuation.
- 3. That a media release be issued to the community and the community be encouraged to make submissions directly to the Office of Local Government prior to 8 May 2020.
- 4. That the General Manager seeks comments from staff to be included in Council's submission.
- 5. That Councillors be invited to forward their comments to the General Manager's Office by 5 May 2020 to be included in Council's submission to the Office of Local Government prior to 8 May 2020.

Executive Summary:

Council has received a circular and discussion paper from the Office of Local Government seeking submissions from Councils, Councillors, Council staff and local communities relating to whether Councillors should receive superannuation in relation to their elected member remuneration.

Report:

The Office of Local Government has issued a discussion paper to seek the views of Council, Councillors, Council staff and local communities on whether Councillors should receive superannuation payments.

Under the Commonwealth *Superannuation Guarantee (Administration) Act 1993*, Councils across Australia are not required to make superannuation contributions in relation to the fees they pay to Mayors and Councillors. This is because Mayors and Councillors are elected to a civic office in a Council and are not employees of the Council.

The release of the discussion paper has been prompted by concerns raised by Mayors and Councillors that the ineligibility of Councillors to receive superannuation payments is inequitable and a deterrent to people standing as candidates at Council elections.

The Office of Local Government is seeking the views of Councils and others on the following four options:

Ordinary Council 25 March 2020

1. Maintaining the status quo – Mayors and Councillors can continue to voluntarily contribute a portion of their fees to a complying superannuation fund of their choice.

- 2. Mandate the current voluntary situation amend the *Local Government Act 1993* (the Act) to make it compulsory for Councils to pay a portion of the Mayor's and Councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the Mayor and Councillors.
- 3. Amend the Act to allow Councils to voluntarily pay an amount equivalent to the superannuation guarantee into a complying superannuation fund nominated by the Mayor and Councillors in addition to the Mayor's and Councillors' fees – this means that the payment of Council superannuation in addition to their fee would be at each Council's discretion, allowing the Council to take into account the Council's resources and the local community's views, or
- 4. Amend the Act to make it compulsory for Councils to pay an amount equivalent to the superannuation guarantee into a compulsory superannuation fund nominated by the Mayor and Councillors in addition to the Mayor's and Councillors' fees.

Submissions may be made to the Office of Local Government via email to olg@olg.nsw.gov.au labelled "Councillor Superannuation Consultation" and marked to the attention of the Office of Local Government's Council Governance Team.

Submissions should be made by close of business Friday 8 May 2020.

Community Engagement:

Council Media Release to be issued following the March Council Meeting encouraging members of the public to send comment to the Office of Local Government.

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 Superannuation Guarantee (Administration) Act 1993

Financial Implications:

Nil at this stage.

If mandated (as per option 3 if resolved by Council or option 4), this would mean an increase of 9.5% to the Councillor remuneration budget to allow for the payment of the statutory superannuation guarantee which is currently legislated at 9.5%).

Attachments

- 1. U OLG Circular to Councils No. 20-5
- 2. U Councillor Superannuation Discussion Paper

JAMES RONCON GENERAL MANAGER



Circular to Councils

Circular Details	Circular No / Date / Doc ID
Previous Circular	N/A
Who should read this	Councillors / General Managers / Council staff
Contact	Council Governance - (02) 4428 4100/ olg@olg.nsw.gov.au
Action required	Council to Implement

Release of councillor superannuation discussion paper

What's new or changing

- The Office of Local Government has issued a discussion paper to seek the views of councils and their local communities on whether councillors should receive superannuation payments.
- Under the Commonwealth Superannuation Guarantee (Administration) Act 1993, councils across Australia are not required to make superannuation contributions in relation to the fees they pay to mayors and councillors. This is because mayors and councillors are elected to a civic office in a council and are not employees of the council.
- The release of the discussion paper has been prompted by concerns raised by mayors and councillors that the ineligibility of councillors to receive superannuation payments is inequitable and is a deterrent to more women and younger people standing as candidates at council elections.
- The discussion paper is available on the Office of Local Government's (OLG) website at www.olg.nsw.gov.au.

What this will mean for your council

- The Office to Local Government is seeking the views of councils, councillors and council staff on this issue.
- Councils are also encouraged to inform their local communities about the discussion paper and to encourage members of the community to make submissions.
- Submissions may be made to <u>olg@olg.nsw.gov.au</u>, labelled 'Councillor Superannuation Consultation' and marked to the attention of OLG's Council Governance Team.
- Submissions should be made before COB Friday 8 May 2020.

Key points

- The discussion paper seeks the views of councils and others on the following four options:
 - maintaining the status quo mayors and councillors can continue to voluntarily contribute a portion of their fees to a complying superannuation fund of their choice
 - mandate the current voluntary situation amend the Local Government Act 1993 (the Act) to make it compulsory for councils to pay a portion of the mayors' and councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the mayor and councillors

Office of Local Government
5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541
T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
E olg@olg.nsw.gov.au www.olg.nsw.gov.au ABN 44 913 630 046

- amend the Act to allow councils to voluntarily pay an amount equivalent to the superannuation guarantee into a complying superannuation fund nominated by the mayor and councillors in addition to the mayor's and councillors' fees this means that the payment of councillor superannuation in addition to their fee would be at each council's discretion, allowing the council to take into account the council's resources and the local community's views, or
- amend the Act to make it compulsory for councils to pay an amount equivalent to the superannuation guarantee into a complying superannuation fund nominated by the mayor and councillors in addition to the mayor's and councillors' fees.

Where to go for further information

• For further information please contact the Council Governance team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Tim Hurst
Deputy Secretary
Local Government, Policy and Planning

Office of Local Government
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COUNCILLOR SUPERANNUATION



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Monday to Friday 9.00am to 5.00pm (Special arrangements may be made if these hours are unsuitable) The office is wheelchair accessible.

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www.olg.nsw.gov.au

Minister's foreword



Since becoming the Minister for Local Government, I have actively engaged with local councils across New South Wales. I am constantly impressed by the passion held by our mayors and councillors, and frequently find myself commenting on the incredible work ethic of many who continually deliver for their communities.

I am proud to be a part of a Government that is committed to supporting councils to deliver for their local communities. Since 2011 this Government has provided more than \$9 billion to local councils to deliver and improve local infrastructure, services and facilities for their communities. About half of

this funding has gone to regional and rural communities which are struggling through one of the worst droughts on record and are recovering and rebuilding after the recent natural disasters. This funding boost has helped local councils provide the very things that make our communities tick – from local infrastructure to essential services and programs that unite local residents.

Under Commonwealth legislation, councils are not required to make superannuation contributions in relation to the fees they pay to mayors and councillors because they are not employees of councils. Recently I was pleased to host a workshop where the obstacles that deter women from nominating to be a councillor or mayor were identified, and the lack of superannuation payments was one of the barriers raised. It can also be said that this goes some way in deterring people under 35 from representing their community on their local council.

As you know, mayors and councillors currently receive a level of remuneration that is independently set by the Local Government Remuneration Tribunal based on the application of a range of criteria. It is currently possible for councils to make superannuation contributions on behalf of mayors and councillors on a pre-tax basis out of the fees they receive from the council as determined by the Tribunal.

However, the Government recognises that not everyone agrees with the current arrangements and acknowledges the calls for councils to be required to make superannuation contributions on behalf of mayors and councillors in addition to the payment of their fees. The purpose of this discussion paper is to encourage further discussion about this issue and assist the Government in better understanding the views of the local government sector and the broader community.

The discussion paper:

- provides information on the current system for setting councillor remuneration and the legislation governing superannuation contributions for elected officials
- sets out the arguments for and against the payment of superannuation contributions for mayors and councillors, and
- provides different options and legislative models.

I welcome your input into this conversation and look forward to hearing your views.

The Hon Shelley Hancock MP Minister for Local Government

3

1. Should mayors and councillors in NSW receive superannuation payments in addition to their fees?

Reasons that mayors and councillors should receive superannuation payments in addition to their fees can be summarised as follows:

- it will ensure that mayors and councillors are adequately remunerated for the performance of their duties
- it will address a historic anomaly that has seen mayors and councillors denied the benefit of superannuation guarantee payments enjoyed by the broader workforce, and
- it is hoped it will encourage more women to stand as candidates for election to councils.

Each of these arguments are examined below.

Are NSW mayors and councillors adequately remunerated?

In NSW, the remuneration received by mayors and councillors is independently set by an expert tribunal, the Local Government Remuneration Tribunal.

Under section 239 of the NSW *Local Government Act 1993* (the Act), the Tribunal is required to determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories. The categories are to be determined at least once every 3 years.

To ensure that mayors and councillors receive remuneration that is commensurate with, and reflects their workload and responsibilities, the Tribunal is required to consider a range of criteria under section 240 of the Act in determining remuneration categories. These include:

- the size, physical terrain, population and the distribution of the population of each local government area
- the nature and volume of business dealt with by each council
- the nature and extent of the development of each local government area
- the diversity of the communities each council serves
- the regional, national and international significance of the council, and
- any other matters the Tribunal considers relevant to the provision of efficient and effective local government.

The Tribunal last undertook a significant review of the categories and the allocation of councils into each of the categories in 2017. The Tribunal has indicated that it will next consider the model, the criteria applicable to each group and the allocation of councils in detail in 2020.

Under section 241 of the Act, the Tribunal is required to determine, no later than 1 May in each year, for each of the categories determined under section 239, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.

As noted above, in determining the maximum and minimum fees payable in each of the categories, the Tribunal is required under section 242A(1) of the Act, to give effect to the same policies on increases in remuneration as the Industrial Relations Commission.

The current policy on wages is that public sector wages cannot increase by more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors and chairpersons and members of county councils.

4

However, the Tribunal is able to determine that a council can be placed into another existing or a new category with a higher range of fees without breaching the Government's wage policy pursuant to section 242A(3) of the Act. This means that where, for whatever reason, the workload or responsibilities of the mayor and councillors increase, they may receive an increase in remuneration that reflects their increased workload even if that increase exceeds the 2.5% public sector wages cap.

The current remuneration levels for mayors and councillors in each category are set out below:

Table 1: Minimum and maximum fees for NSW mayors and councillors

Category		Councils in Category	Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
			Minimum	Maximum	Minimum	Maximum
General	Principal CBD	1	27,640	40,530	169,100	222,510
Purpose Councils –	Major CBD	1	18,430	34,140	39,160	110,310
Metropolitan	Metropolitan Large	8	18,430	30,410	39,160	88,600
	Metropolitan Medium	9	13,820	25,790	29,360	68,530
	Metropolitan Small	11	9,190	20,280	19,580	44,230
General	Regional City	2	18,430	32,040	39,160	99,800
Purpose Councils –	Regional Strategic Area	2	18,430	30,410	39,160	88,600
metropolitan	Regional Rural	37	9,190	20,280	19,580	44,250
	Rural	57	9,190	12,160	9,780	26,530
County	Water	4	1,820	10,140	3,920	16,660
Councils	Other	6	1,820	6,060	3,920	11,060

[•] Mayors and county council chairpersons receive their fee in addition to the fee they receive as a councillor/member.

A comparison of average remuneration received by mayors and councillors in NSW with the remuneration received by their counterparts in other jurisdictions indicates that NSW councillors receive similar or higher levels of remuneration than their counterparts in other jurisdictions other than Queensland.

Table 2: Interjurisdictional comparison of councillor remuneration

Jurisdiction	Average	Lowest Fee	% NSW fee	Highest fee	% NSW fee
NSW	24,860	9,190		40,530	
QLD	121,194	53,049	577%	189,338	467%
VIC	27,450	8,660	94%	46,240	114%
TAS	22,824	9,322	101%	36,326	90%
WA	17,634	3,589	39%	31,678	78%
NT	23,263	7,755	84%	38,770	96%
SA	16,215	6,500	71%	25,930	64%

Table 3: Interjurisdictional comparison of mayors' remuneration

Jurisdiction	Average	Lowest Fee	% NSW fee	Highest fee	% NSW fee
NSW	160,315	57,590		263,040	
QLD	209,255	106,100	184%	312,410	119%
vic	129,291	61,651	107%	196,931	75%
TAS	79,884	32,626	57%	127,142	48%
WA	70,685	4,102	7%	137,268	52%
NT	80,385	26,796	47%	133,974	51%
SA	101,500	26,000	45%	177,000	67%

Have NSW mayors and councillors been denied a financial benefit received by other members of the workforce through the payment of the superannuation guarantee?

The superannuation guarantee was introduced in 1992-93, with compulsory contributions rising at regular intervals from 3 per cent of wages in that year to 9 per cent in 2002-03 and 9.5 per cent in 2013-14. The superannuation guarantee is scheduled to rise incrementally from 9.5 per cent of wages today to 12 per cent by July 2025.

While superannuation guarantee payments are made in addition to an employee's wages, as the Grattan Institute has demonstrated¹, higher compulsory superannuation contributions are ultimately funded by lower wages. When the superannuation guarantee increases, this is wholly or mostly borne by workers who receive smaller pay rises and lower take-home pay. For example, when the superannuation guarantee increased by from 9 per cent to 9.25 per cent in in 2013, the Fair Work Commission stated in its minimum wage decision that the proposed minimum wage increase was "lower than it otherwise would have been in the absence of the Super Guarantee increase".

Given the evidence that superannuation guarantee payments are in effect paid for by workers through lower wages, it would be over simplifying the situation to assume that workers are receiving a 9.5% supplementary payment that is being denied to NSW mayors and councillors.

The last increase in the superannuation guarantee came into effect in 2013/14 when the contribution rate increased from 9.25% to 9.5%. A comparison of increases in average weekly earnings with increases in NSW mayors' and councillors' remuneration as determined by the Tribunal since then indicates that NSW mayors and councillors have, on average, enjoyed slightly higher increases in remuneration than the rest of the community.

Table 4: Comparison of increases in average weekly earnings with increases in mayors' and councillors' remuneration

Financial year	Average weekly ordinary time earnings Aust - annual average increase June to June each year	Councillor remuneration increase 1 July
1 July 2014 – 30 June 2015	2.3%	2.5%
1 July 2015 – 30 June 2016	2.0%	2.5%
1 July 2016 – 30 June 2017	2.2%	2.5%
1 July 2017 – 30 June 2018	1.8%	2.5%
1 July 2018 – 30 June 2019	2.7%	2.5%
1 July 2019 – 30 June 2020	3.1%	2.5%

Councillor Superannuation – Discussion Paper

¹ See John Daley and Brendan Coates (2018) <u>Money in retirement: More than enough.</u> Grattan Institute. November 2018

Were councils to be required to make an additional payment on behalf of mayors and councillors equivalent to the superannuation guarantee amount (currently 9.5% of their fees) this would, in effect confer on mayors and councillors a 9.5% increase in their remuneration outside of the normal process for setting mayors' and councillors' remuneration by the Local Government Remuneration Tribunal.

This will not be a one-off increase. With the superannuation guarantee set to increase to 12% in the years up to 2025, this would see further increases to mayors' and councillors' remuneration over and above any increases approved by the Tribunal.

While the receipt of a 9.5% increase in their remuneration through the payment of the superannuation guarantee is likely to be widely supported by mayors and councillors, it is important that the community is consulted and support shown by them before changes are made.

At present it is not clear whether ratepayers would support seeing the revenue they contribute to their local councils being diverted from providing services and infrastructure to fund a 9.5% increase in remuneration for their elected representatives.

Will payment of the superannuation guarantee encourage more women to stand as candidates at council elections?

Payment of the superannuation guarantee for mayors and councillors has been promoted as an equity measure to address disparities in men's and women's superannuation balances.

Research has demonstrated that the principal impediments to more women standing as candidates at local government elections are:

- lack of awareness of local government and the role of councils and councillors
- feeling unqualified
- balancing carer and work commitments
- the investment of time required to be an effective councillor, and
- perceptions of the culture of councils and councillor conduct.²

The payment of the superannuation guarantee would benefit male and female councillors alike. In the short term, male mayors and councillors will be the principal beneficiaries of any increase in remuneration through the receipt of an additional superannuation payment given that they currently comprise 69% of councillors in NSW³.

Major stakeholders promoting an increase in the number of females represented on councils including Local Government NSW, Women for Election Australia, Australian Local Government Women's Association and the Country Women's Association of NSW recently noted that "a key barrier for women standing for election to local government can be the lack of access to superannuation, with women unwilling to take on more work with insufficient remuneration". The stakeholders also noted "women tend to have far lower superannuation balances than men, often due to time out of the workforce caring for family members".

² See Manion, Jo and Sumich, Mark (2013), <u>Influencing Change – Views of elected representatives on leadership, decision making and challenges for Local Government in NSW</u>

³ See Office of Local Government (2019), NSW Candidate and Councillor Diversity Report 2017

Will payment of the superannuation guarantee encourage younger people to stand as candidates at council elections?

Two separate studies undertaken by the University of Melbourne in 2014⁴ and 2015⁵ found that younger people tend not to be engaged by and are uninterested in superannuation or retirement planning. HECS repayments and saving to purchase a first home tend to be higher financial priorities for younger people than saving for retirement.

The average tenure of councillors is between one to two terms. More than three quarters (77%) of councillors elected at the 2012, 2016 and 2017 elections had served two terms or less. Assuming that councillors were to receive the superannuation guarantee of 9.5% with respect to their fees over one or two terms, as demonstrated by table 5, the value of the capital contributions made to their superannuation funds would, at retirement, represent a small proportion of their accumulated lifetime superannuation capital.

Table 5: Comparison of superannuation contribution amounts that would be made on the maximum annual fee in each category of council at a rate of 9.5% over 1 term (4 years) and 2 terms (8 years).

		Number of Councils in Category	Councillor/Member Maximum Annual Fee	4 years at 9.5%	8 years at 9.5%
	Principal CBD	1	40,530	15,401	30,802
General Purpose Councils –	Major CBD	1	34,140	12,973	25,946
Metropolitan	Metropolitan Large	8	30,410	11,556	23,112
	Metropolitan Medium	9	25,790	9,800	19,600
	Metropolitan Small	11	20,280	7,706	15,412
	Regional City	2	32,040	12,175	24,350
General Purpose Councils –	Regional Strategic Area	2	30,410	11,556	23,112
Non- metropolitan	Regional Rural	37	20,280	7,706	15,412
	Rural	57	12,160	4,621	9,242
County Councils	Water	4	10,140	3,853	7,706

⁴ See Ali, Paul and Anderson, Malcolm and Clark, Martin and Ramsey, Ian and Shekhar, Chander (2014), <u>Superannuation Knowledge</u>, <u>Behaviour and Attitudes in Young Adults in Australia</u>. CIFR Paper No. RP002/2014

⁵ See Ali, Paul and Anderson, Malcolm and Clark, Martin and Ramsey, Ian and Shekhar, Chander (2015), <u>No Thought for Tomorrow: Young Australian Adults' Knowledge, Behaviour and Attitudes About Superannuation</u>. Law and Financial Markets Review Vol. 9, No. 2, pages 90-105

Other	6	6,060	2,303	4,606	
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How much will it cost and who will pay?

The cost of paying the superannuation guarantee for mayors and councillors will need to be met by each council out of its existing budget.

This cost will vary from council to council depending on what fees the mayor and councillors receive and how many councillors there are on the council. The table below sets out the average annual cost to councils in each remuneration category of paying the 9.5% superannuation guarantee for the mayor and each councillor based on the maximum annual fee payable in each category.

The total estimated annual cost of paying the 9.5% superannuation guarantee for mayors and councillors for the local government sector as whole is close to \$3 million (\$2,758,739).

Table 6: Average annual cost to councils of making a 9.5% superannuation contribution for mayors and councillors

Category		Councils in Category	Average annual cost of paying 9.5% superannuation contribution for mayors and councillors
General Purpose Councils –	Principal CBD	1	55,792
Metropolitan	Major CBD	1	55,886
	Metropolitan Large	8	45,973
	Metropolitan Medium	9	35,911
	Metropolitan Small	11	21,541
General Purpose	Regional City	2	46,007
Non-metropolitan	Regional Strategic Area	2	45,973
	Regional Rural	37	21,543
	Rural	57	11,762
County Councils	Water	4	9,289
	Other	6	5,081

2. Why are councils not required to make superannuation guarantee payments to mayors and councillors?

The Commonwealth Superannuation Guarantee (Administration) Act 1993 (SG Act) imposes an obligation on an employer to pay the superannuation guarantee of 9.5% of an employee's earnings to a complying superannuation fund nominated by the employee.

The obligations under the SG Act do not extend to councils with respect to the fees they pay to mayors and councillors because they are not employees of the council for the purposes of that Act. Mayors and councillors are elected to a civic office in the council and the council is not their employer.

Section 12(9A) of the SG Act expressly excludes mayors and councillors across Australia from the definition of "employee" meaning that councils are not obliged to make superannuation guarantee payments to mayors and councillors under that Act. Section 12(9A) of the SG Act provides that, "a person who holds office as a member of a local government council is not an employee of the council".

Section 251 of the NSW Local Government Act also makes it clear that the payment of a fee to a mayor or councillor does not constitute the payment of a salary and mayors and councillors are not to be taken to be employees of councils because of the payment of the fee.

3. Can NSW councils make superannuation contributions on behalf of mayors and councillors as a component of their fees?

There is nothing currently preventing councils from making superannuation contributions on a voluntary basis on behalf of the mayor and councillors.

The Australian Tax Office has made a definitive ruling, (ATO ID 2007/205) that allows for mayors and councillors to redirect their annual fees into superannuation on a pre-tax basis.

In practical terms, there is nothing currently preventing mayors and councillors, who wish to make concessional contributions to their superannuation funds, from entering into an arrangement with their council under which they agree to forego part of their remuneration in exchange for the council making contributions to a complying superannuation fund on their behalf on a pre-tax basis.

Councils are also able to determine for themselves, by council resolution and/or within an appropriate council policy, if and how councillors may do this.

4. Can NSW councils make superannuation contributions on behalf of mayors and councillors in addition to the payment of their fee?

It is open to councils under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the Commonwealth *Taxation Administration Act 1953* (TAA) to resolve that mayors and councillors are subject to Pay As You Go withholding. The resolution must be unanimous to be effective.

A resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA operates to take the mayor and councillors out of section 12(9A) of the SG Act, which recognises that they are not employees of the council, and brings them within section 12(10) of the SG Act which states that:

A person covered by paragraph 12-45(1)(e) in Schedule 1 to the Taxation Administration Act 1953 (about members of local governing bodies subject to PAYG withholding) is an employee of the body mentioned in that paragraph.

Section 12(1) effectively deems the mayor and councillors to be employees and the council to be their employer for the purposes of the SG Act. This will mean the council will be obliged to make superannuation guarantee contributions (currently 9.5% of the mayor's and councillors' fees) to complying superannuation funds in respect of fees paid to the mayor and councillors. These contributions would be paid in addition to the fees received by the mayor and councillors.

It should be noted however that a resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA will also result in mayors and councillors being treated as employees for a wide range of other taxation purposes. Among other things:

- the council will have to withhold amounts from the payment of fees to the mayor and councillors in accordance with section 12-45(1)(e) of Schedule 1 of the TAA
- the council will be subject to fringe benefits tax under the Commonwealth Fringe Benefits Tax
 Assessment Act 1986 on the taxable value of expenses paid to and facilities provided to the
 mayor and councillors under the council's councillor expenses and facilities policy adopted
 under section 252 of the LGA, and
- the council will be obliged under Commonwealth Child Support (Registration and Collection) Act 1988 to withhold payments from fees paid to the mayor and councillors for the purposes of making child support/maintenance/carer payments.

It is unclear however whether a resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA is permissible under sections 248(2) and 249(3) of the Act where it would have the consequence of requiring a council to make a superannuation guarantee contribution in respect of the fees paid to councillors and the mayor that, taken together with their fees, exceeds the maximum amount determined by the Local Government Remuneration Tribunal.

It is also unclear what impact section 242A of the Act would have in relation to a council's resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA. Section 242A of the Act places an obligation on the Local Government Remuneration Tribunal when determining the remuneration of mayors and councillors, to apply the same policies on increases in remuneration as those that the Industrial Relations Commission is required to apply under section 146C of the NSW *Industrial Relations Act 1996* when making or varying awards or orders relating to the conditions of employment of public sector employees.

It is possible that where a council is obliged to make superannuation guarantee contributions on behalf of the mayor and councillors in addition to their fee, the Tribunal may, in turn, be obliged under section 242A to make a determination reducing the mayor's and councillors' fees to ensure that the fee and superannuation contribution do not result in an increase that exceeds the 2.5% public sector wages cap.

5. What is the position in Queensland?

Section 226 of the Queensland *Local Government Act 2009* gives councils the option to pay an amount into a complying superannuation fund on behalf of the mayor and councillors up to an amount payable with respect to employees of the council. The amount paid is in addition to the amount the mayor and councillor receive as a fee. Alternatively, councils may contribute a portion of the mayor's or councillors' fees to complying superannuation fund as is the case in NSW.

6. Options

Option 1: Maintaining the status quo

Under this option, councils will continue not to be obliged to make superannuation guarantee payments on behalf of the mayor and councillors. Mayors and councillors who wish to make concessional contributions to their superannuation funds can continue to enter into an arrangement with the council under which they agree to forego part of their fee in exchange for the council making contributions to a complying superannuation fund on their behalf on a pre-tax basis.

Option 2: Amending the NSW Local Government Act 1993 to require councils to pay a portion of the mayor's and councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the mayor and councillors.

Under this option, the Act would be amended to require councils to pay a proportion of the mayor's and councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the mayor and councillors.

Option 3: Amending the NSW Local Government Act 1993 to require councils to pay an amount equivalent to the superannuation guarantee into a complying superannuation fund nominated by the mayor and councillors in addition to the payment of the mayor's and councillors' fees.

Under this option, all councils will be required to pay an amount equivalent to the superannuation guarantee contribution payable with respect to the mayor's and councillors' fees, into a complying superannuation fund nominated by the mayor and councillors. The payment would be made in addition to the payment of the mayor's and councillors' fees.

A supporting amendment would be required to exempt the additional payment from section 242A of the Act.

Option 4: Amend the NSW *Local Government Act 1993* to give councils the option to pay an amount equivalent to the superannuation guarantee into a

complying superannuation fund nominated by the mayor and councillors in addition to the mayor's and councillors' fees.

This option is based on the Queensland model. Under this option, the payment of an additional superannuation contribution in addition to the mayor's and councillors' fees would be optional for councils. Councils would also have the option to make a superannuation contribution on behalf of the mayor and councillors as a portion of the mayor's or councillors' fees.

As with option 3, a supporting amendment would be required to exempt the additional payment from section 242A of the Act.

7. Have Your Say

We now want to hear from you.

Key questions to consider

- Should councils be required to make superannuation contributions for the mayor and councillors?
- Should contributions be made as a portion of mayors' and councillors' fees or in addition to them?
- · Which is your preferred option?
- · Do you have an alternative suggested option?

Submissions may be made in writing by COB Friday 8 May 2020 to the following addresses.

Post Locked Bag 3015 NOWRA NSW 2541 Email:

olg@olg.nsw.gov.au

Submissions should be labelled 'Councillor Superannuation Consultation' and marked to the attention of OLG's Council Governance Team.

Further information

For more information, please contact OLG's Council Governance Team on (02) 4428 4100 or via email at olg@olg.nsw.gov.au.

ORDINARY MEETING OF THE COUNCIL

March 6, 2020

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 32/20

SUBJECT: 2020 NATIONAL GENERAL ASSEMBLY OF LOCAL

GOVERNMENT - CALL FOR MOTIONS

11/304

Recommendation

- 1. That Broken Hill City Council Report No. 32/20 dated March 6, 2020, be received.
- 2. That Council determine any further motions (in addition to the motion resolved at the February Council Meeting) to the 2020 National General Assembly of Local Government in line with the Assembly's eligibility principles; and such motions be submitted to the Australian Local Government Association by March 27, 2020 along with a copy of the supporting Council resolutions from the February or March Council Meetings.

Executive Summary:

The National General Assembly brings together hundreds of delegates from Councils across Australia to debate issues of national significance to local government. It provides an opportunity for local Councils to develop and express a united voice on core issues affecting their communities with access to influential decision-makers of the federal government, at both the political and departmental levels.

Council resolved to submit the following motion to the 2020 National General Assembly of Local Government (Minute Number 46177):

"that NSW Councils be given the opportunity to attend future National General Assemblies of Local Government via videoconference which includes the ability to vote on conference motions".

As the March Ordinary Council Meeting will be held prior to the closing date for motions (March 27, 2020), Council has another opportunity to determine any further motions to be submitted to the National General Assembly of Local Government.

Motions must be in line with the Assembly's eligibility principles (see below and attached).

Report:

The 2020 National General Assembly will be held in Canberra from Sunday 14 June to Wednesday 17 June, 2020.

Attendance at the Assembly is an opportunity for our elected members to meet Federal Government Ministers and Shadow Ministers to discuss various matters of concern to the City. This face to face interaction is invaluable as a follow up to Council's

letters/submissions to Ministers regarding current matters of high importance to the City and advocating Council's position on these matters.

The Australian Local Government Association Board is calling for motions for the 2020 National General Assembly under this year's theme "Working Together for our Communities".

Motions to the Assembly (along with the respective Council resolution) should be submitted electronically and should be received by the Australian Local Government Association no later than 11:59pm AEST on Friday 27 March, 2020.

To assist Councils in preparing motions, a discussion paper is available on the National General Assembly website (see attached copy).

To be eligible for inclusion in the National General Assembly Business Papers motions must follow the principles and must also be accompanied by a Council resolution:

- 1. Be relevant to the work of local government nationally.
- 2. Note be focussed on a specific location or region unless the project has national implications. You will be asked to justify why your motion has strategic importance and should be discussed at a national conference.
- 3. Be consistent with the themes of the National General Assembly.
- 4. Complement or build on the policy objectives of your state and territory local government association.
- 5. Be submitted by a Council which is a financial member of their state or territory local government association.
- 6. Propose a clear action and outcome i.e. call on the Australian Government to do something.
- 7. Not be advanced on behalf of external third parties which may seek to use the National General Assembly to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interest of, local government.

This report is presented to Council to consider submitting Notice of Motions to the National General Assembly Conference.

Community Engagement:

Nil.

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

Financial Implications:

Nil financial implications for the submission of motions. A separate report is presented to the February 2020 Council Meeting to consider attendance at the conference which carries financial implications.

Attachments

1. UDiscussion Paper - National General Assembly of Local Government 2020

JAMES RONCON GENERAL MANAGER



11 0 BEC 2019

4 December 2019

Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

Dear Mayor, Councillors and CEO (please distribute accordingly)

The Australian Local Government Association (ALGA) is now calling for Notices of Motions for National General Assembly 2020 (NGA).

The NGA provides a platform for Local Government to address national issues and advocate to the federal government on critical issues facing our sector.

The theme for the 2020 NGA is 'Working Together for our Communities'. This theme acknowledges the need to come together and with other partners, including the Federal Government, to deliver for our communities.

ALGA received significant feedback on the motions process and topics from the 2018 and 2019 NGA. In response to the feedback received, ALGA has prepared a discussion paper that explores data that identifies critical areas local government needs to consider now and into the future.

To inform the submission of motions, please read the discussion paper (included with this letter) and ensure motions meet the identified criteria.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

- be relevant to the work of local government nationally;
- 2. be consistent with the themes of the NGA;
- 3. complement or build on the policy objectives of your state and territory local government association;
- 4. be from a council which is a financial member of their state or territory local government association;
- 5. propose a clear action and outcome; and
- 6. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be lodged online at alga.asn.au no later than 11:59pm on Friday 27 March 2020.

Any administrative inquiries can be directed to ALGA by calling 02 6122 9400.

Adrian Beresford-Wylie

ALGA CEO







SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda.

To assist you to identify motions that address the theme of the 2020 NGA – Working Together for Our Communities, the Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper. You are encouraged to read all the sections of the paper but are not expected to respond to every question. Your motion/s can address one or more of the issues identified in the discussion paper.

Remember that the focus of the NGA is on partnerships and working together so your questions could focus on how Local Governments can work in partnership with the Australian Government to address the challenges our communities face, or the opportunities that are arising as we approach the crossroads before us.

Criteria for motions

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

- 1. be relevant to the work of local government nationally
- not be focussed on a specific location or region unless the project has
 national implications. You will be asked to justify why your motion has strategic
 importance and should be discussed at a national conference
- 3. be consistent with the themes of the NGA
- 4. complement or build on the policy objectives of your state and territory local government association
- 5. be submitted by a council which is a financial member of their state or territory local government association
- 6. propose a clear action and outcome i.e. call on the Australian Government to do something
- 7. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.



OTHER THINGS TO CONSIDER

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs. Motions should commence as follows - This National General Assembly calls on the Australian Government to

e.g. This National General Assembly calls on the Australian Government to restore funding for local government Financial Assistance Grants to a level equal to at least 1% of Commonwealth taxation revenue.

In order to ensure efficient and effective debate where there are numerous motions on a similar issue, the ALGA Board NGA Subcommittee will group the motions together under an overarching strategic motion. The strategic motions have either been drafted by ALGA or are based on a motion submitted by a council which best summarises the subject matter. Debate will focus on the strategic motions. Associated sub-motions will be debated by exception only.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received no later than 11:59pm AEST on Friday 27 March 2020.

Please note that for every motion it is important to complete the background section on the form. Submitters of motions should not assume knowledge. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee, as well as by state and territory local government associations to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the Sub-Committee considers the importance and relevance of the issue to local government.

Please note that motions should not be prescriptive in directing how the matter should be pursued. With the agreement of the relevant council, motions may be edited before inclusion in the NGA Business Papers to ensure consistency. If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

There is an expectation that any Council that submits a motion will be present at the National General Assembly to move and speak to the motion.



INTRODUCTION

The purpose of this discussion paper is to provide guidance to councils developing Motions for Debate at the 2020 National General Assembly (NGA). This NGA will focus on working together for our communities and how local governments can achieve success through partnerships. It will consider how strategic partnerships can assist councils to address the challenges and opportunities we are facing today and tomorrow.

Some of the challenges and opportunities facing Australia were outlined in the CSIRO's Australian National Outlook 2019. Many of the challenges have direct implications for local governments and the communities they represent and provide services for. These challenges can also be opportunities that, if seized and managed appropriately, can ensure that our councils and communities thrive. This will require long-term planning, significant effort, and a cultural shift that will rebuild trust in institutions and all tiers of government, encourage healthy risk taking, and incorporate environmental and social outcomes in decision-making.

Collaboration and partnerships across sectors and with a diverse range of organisations will be vital to develop and implement solutions to the challenges ahead and to seizing the opportunities that emerge.

The National Outlook

The Australia National Outlook 2019 released by the CSIRO¹ revealed that Australia is at a crossroads. The research highlighted that we need to think and act differently if we are to ensure a bright future where GDP per capita could be as much as 36% higher in 2060 and growth is environmentally sustainable and inclusive. Failure to adequately address the significant economic, environmental and social challenges identified would result in a slow decline.

The CSIRO identified six important challenges that are already taking hold or on the horizon:

- The rise of Asia The development boom in China that fuelled strong demand for Australian commodities (particularly resource and energy exports) is tapering off as China transitions to a new phase of growth fuelled by domestic consumption and services. However, growth in Asia could also create significant opportunities for Australia. By 2030, the Asia-Pacific region is set to consume more that half of the world's food, 40% of its energy, and be home to an estimated 65% of the world's middle class, resulting in increased demand for Australia's quality produce and service exports including tourism, education, health and aged care services, entertainment and financial and professional services.
- How can local government position its communities to reap the benefits of the rise of the Asian middle class and manage any impacts? What partnerships are important?
- Technological change New disruptive technologies are transforming industries and the way people live, work, and interact with each other. They are also changing the skills that will be needed in the workforce of the future. In the face of declining academic results Australia faces difficulties in ensuring that the workforce is prepared for the jobs of the future. With adaptation strategies in place embracing technology can have a net positive outlook for jobs.



What are the pre-requisites for commitments to take advantage of technological change? What adaptation strategies are required at a local level to ensure councils and local communities are ready for the jobs of the future? What partnerships may be required?

• Climate change and environment – a broad range of impacts will be experienced in Australia as a result of global climate change, the severity of which will depend on the effectiveness of global emission reductions and local adaptation. The impacts include more extremely high temperatures and few extremely low temperatures, less rainfall and more droughts in southern Australia, less snow, more intense rainfall and fire weather, and fewer but stronger cyclones, and sea level rise. These changes will increase stress on Australia's ecosystems that are already threatened, and significantly affect agriculture, forestry, fisheries, transport, health, tourism, finance and disaster risk management. It is possible to strive towards zero emissions through a range of actions that target key sectors including energy, land use, urban infrastructure and industrial systems.

How do we work together to ensure that there is local adaptation to climate change and climate extremes? What partnerships are available to achieve zero emissions?

• Demographics – Australia's population is estimated to reach 41 million by 2060. This increase will be accompanied by an ageing of the population resulting in a reduction in the proportion of working age people from 66% in 2018 to an estimated 60% in 2060. This will impact economic output and infrastructure requirements and place pressure on government budgets. The impacts of population growth are likely to be felt most strongly in urban environments, with Sydney and Melbourne projected to be home to 8-9 million people and Brisbane and Perth increasing to 4-5 million people. If density does not increase, more and more people will be distanced from jobs, higher education, health services and transport.

What partnerships and forward planning are required to manage the impact of population growth in urban areas? How do regional and rural areas work in partnership to realise the benefit of population growth?

- Trust Trust in institutions including governments, businesses, non-government
 organisations and the media has declined significantly since 1993 when 42% trusted
 government compared with just 26% in 2016. The loss of trust threatens the social licence
 to operate for Australia's institutions, restricting their ability to enact long term strategies.
- How can local governments utilise partnerships to strengthen our social licence to operate?
- Social cohesion like trust, social cohesion has declined falling from a baseline of 100 in 2007 to 88.5 in 2017, according to the Scanlon Foundation Index. This index considers survey respondents' sense of belonging and worth, social justice and equity, political participation and attitudes towards minorities and newcomers. The drivers of social cohesion are not fully understood but the following factors may all play a role: issues related to trust; financial stress, slow wage growth; poor housing affordability and its disproportionate affect on low income earners; and the rise of inequity.



If Australia tackles these six challenges head on using a collaborative approach, we can achieve a bright future as a nation. However, there are five major shifts or changes that must occur. Each of these shifts have several "levers" that support their attainment. Local government has a role in some of the levers.

- An industry shift to enable a productive, inclusive and resilient economy with new strengths in both the domestic and export sectors
 - o Increase the adoption of technology to boost productivity in existing industries that have historically supported Australia's growth, as well as new industries.
 - o Invest in skills to ensure a globally competitive workforce that is prepared for technology-enabled jobs of the future.
 - Develop export-facing growth industries that draw on Australia's strengths and build competitive advantage in global markets and value chains.

What can be achieved through partnerships that can address the gap between regions that are struggling and those that are well-off?

- An urban shift to enable well-connected, affordable cities that offer more equal access to quality jobs, lifestyle amenities, education and other services.
 - o Plan for higher-density, multicentre and well-connected capital cities to reduce urban sprawl and congestion.
 - o Create mixed land use zones with diverse high-quality housing options to bring people closer to jobs, services and amenities.
 - o Invest in transportation infrastructure, including mass-transit, autonomous vehicles and active transit, such as walking and cycling.

Rural communities are essential to Australia's wellbeing. What is required to ensure equitable access to quality jobs, lifestyle amenities, education and other services? What role do partnerships have to play in this?

Local governments are vital partners in achieving the urban shift? What needs to be brought to the partnerships by other parties? What policies need to be developed or changed?

- An ENERGY shift to manage Australia's transition to a reliable, affordable, low-emissions
 energy economy that builds on Australia's existing sources of comparative advantage.
 - o Manage the transition to renewable sources of electricity, which will be driven by declining technology costs for generation, storage and grid support.
 - Improve energy productivity using available technologies to reduce household and industrial energy use.
 - Develop new low-emissions energy exports, such as hydrogen and high-voltage direct current power.



What role do local governments play in the energy shift? How will local governments and communities benefit?

- A LAND shift to create a profitable and sustainable mosaic of food, fibre and fuel production, carbon sequestration and biodiversity.
 - o Invest in food and fibre productivity by harnessing digital and genomic technology, as well as using natural assets more efficiently.
 - o Participate in new agricultural and environmental markets, such as carbon forestry, to capitalise on Australia's unique opportunities in global carbon markets.
 - Maintain, restore and invest in biodiversity and ecosystem health, which will be necessary to achieve increased productivity.

How can rural and regional communities' benefit from the land shift? What partnerships are required to achieve this shift?

- A CULTURE shift to encourage more engagement, curiosity, collaboration and solutions, and should be supported by inclusive civic and political institutions.
 - o Rebuild trust and respect in Australia's political, business and social institutions.
 - o Encourage a healthy culture of risk taking, curiosity and an acceptance of fear of failure to support entrepreneurship and innovation.
 - o Recognise and include social and environmental outcomes in decision-making processes.

How can local governments build partnerships with their local communities that also benefit the nation as a whole?

How can local governments work in partnership with the Australian Government and other key stakeholders to achieve these shifts and other significant policy challenges?

Can a partnership approach address the current infrastructure backlog and ensure that infrastructure (including transport infrastructure) is available and fit for the future?

Trust

To effectively implement the scale of change and reform that will be required for the growing Australian population, government needs to focus on rebuilding trust. According to the *Edelman Trust Barometer*², trust in government around the world fell to record lows in 2018. While modest increases were reported in the 2019 study including in Australia, citizens around the world are struggling to trust that their governments are working in their best interest.

The 2018 report *Trust and Democracy in Australia: Democratic decline and renewal* ³ revealed that Members of the Australian Parliament (MPs) in general are distrusted by nearly half the population (48 per cent) with only one in five (21 per cent) are willing to express that they trust them "a little bit". For State MPs and local councillors, the figure is slightly better with 31 % and 29 % respectively indicating they "trust them a little bit". Table 1 details the level of trust in different generations.



	Generation Z (1995-present)	Millennials (1980-94)	Generation X (1965-79)	Baby Boomers (1946-64)	Builders (1925-45)
State/Territory Government	38.5%	40.0%	26.7%	35.7%	44.1%
Federal Government	39.5%	31.5%	21.5%	30.8%	39.2%
Political parties	26.9%	15.6%	12.2%	16.7%	15.7%
Local Government	66.5%	47.1%	33.6%	47.5%	54.9%
Government ministers	27.5%	24.5%	15.7%	24.3%	31.1%
MPs in general	26.9%	23.2%	16.1%	20.2%	22.3%
Local Councillors	33.8%	31.7%	24.7%	27.2%	33.3%
Public Servants	45.4%	40.4%	34.4%	39.4%	35.9%
Your local MP	29.2%	30.5%	27.5%	31.2%	39.8%

Table 1: Levels of political trust in different generations (source: Stoker et al 2018)

The report revealed that one thing that appears to unite most Australians is complaining about their politicians with the three biggest grievances being:

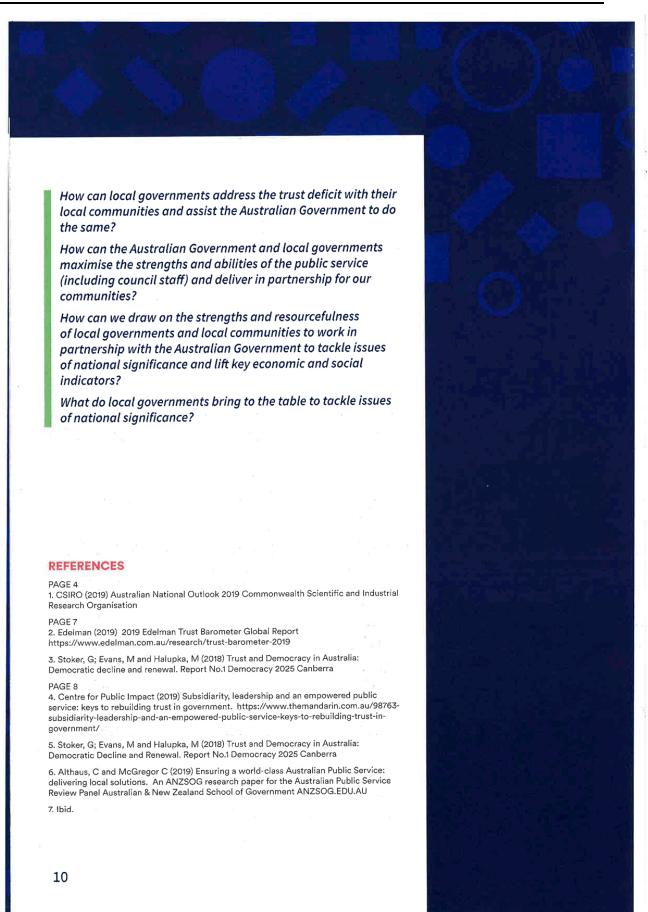
- politicians are not accountable for broken promises;
- that they don't deal with the issues that really matter; and
- that big business/trade unions have too much power.

Professor Ken Smith, the Dean and CEO of the Australia and New Zealand School of Government (ANZSOG), is intent on understanding the factors that drive distrust in government and developing innovative ways to counter some of these trends. He has highlighted that people look at central government and see bureaucrats far removed from their own local circumstances. In Australia, where people live in very varied conditions, it is crucial for policymaking to be based in local realities. Yet locally-based solutions have not been the method of choice so far in Australian politics. The answer, according to Professor Smith, is devolved government, or subsidiarity where "policies are driven by and tailored to the needs of the local community – to avoid the problem of service provision that completely misses the mark".

Some commentary suggests that declining trust and confidence is driven by a perceived failure of our institutions to uphold promises and deliver outcomes. Research undertaken for *Trust and Democracy in Australia: Democratic decline and renewal* ⁵ revealed a significant appetite for reform including the co-design of policies with ordinary Australians, citizen juries, to solve complex problems that parliament can't fix, and reforms aimed at creating a stronger community or local focus to decision-making.

The Review into the Australian Public Service (APS) had a focus on delivering local solutions⁶ not only in terms of place-based policy making but also by paying attention to communities (often specific communities determined by interest or identity). The review found that there is currently no guiding set of administrative principles or coordinated holistic architecture either within the APS or across the APS and other levels of government to fully support and enable local delivery solutions.

The report⁷ went on "evidence suggest the need for increasing localised solutions in genuine partnership with communities to achieve best social, economic and environmental outcomes. Top down policy making is no longer sufficient alone to deal with community expectations or the complexity of challenges faced in community settings. Communities themselves need to be part of the solutions, right from problem conception to design, implementation and evaluation". "There are opportunities for the APS to get closer to the communities it services directly and indirectly (through effective partnerships with other levels of government and civil society".





ORDINARY MEETING OF THE COUNCIL

February 28, 2020

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 33/20

<u>SUBJECT:</u> <u>ADOPTION OF DRAFT ASSET MANAGEMENT POLICY, ASSET</u>

MANAGEMENT STRATEGY AND BENCHMARKS FOR BUILDING
ASSETS RATIONALISATION
13/163

Recommendation

- 1. That Broken Hill City Council Report No. 33/20 dated February 28, 2020, be received.
- 2. That Council adopts the draft Asset Management Policy, draft Asset Management Strategy and draft Benchmarks for Building Asset Rationalisation, as strategic documents of Council.

Executive Summary:

This report presents to Council the draft Asset Management Policy, draft Asset Management Strategy and draft Benchmarks for Building Assets Rationalisation, for Council's consideration for adoption following the required public exhibition period which was conducted from 4 December 2019 and closed on 6 January 2020. During this period, Council received nil submissions from the public.

Following this period, Council considered adoption of the draft Asset Management Policy, draft Asset Management Strategy and draft Benchmarks for Building Asset Rationalisation documents at its Ordinary Meeting held 26 February 2020.

At this meeting Council resolved to defer consideration of the draft strategic documents to the March 2020 Council Meeting in order for Councillors to be afforded the opportunity to attend another Asset Management workshop specifically related to this Asset Management Policy & Strategy. This workshop was held on Tuesday 17 March 2020, and the report is now tabled (unchanged) for adoption.

Report:

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 long-term 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.

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.

The draft documents were placed on public exhibition commencing Wednesday 4 December 2019 and closed on Monday 6 January 2020. During this period, Council received nil submissions from the public.

The draft Asset Management Policy, draft Asset Management Strategy and draft Benchmarks for Building Assets Rationalisation, are now presented to Council to consider adoption following the required public exhibition period.

Community Engagement:

- 14/05/19 Live stream of Extraordinary Meeting regarding Draft Delivery Program 2019-2021 incorporating Operational Plan 2018/2019 inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2019/2020 (Henceforth referred to as 'Budget')
- 14/05/19 Media Release announcing that the 19/20 Budget is open for submissions, with a direct link to online submission form. List of major Budget items outlined, including asset rationalisation
- 17/05/19 Media Release regarding upcoming engagement session around Budget items
- 18/05/19 and 25/05/19: Front page BDT advertising promoting Budget public engagement sessions
- 21/05/19 Budget public engagement session #1 (Civic Centre, 6pm-8pm)
- 28/05/19 Budget public engagement session #2 (Civic Centre, 6pm-8pm)
- 30/05/10 Budget public engagement session #3 (Civic Centre, 10am-midday)
- 26/07/19 Live stream of June Council Meeting
- 27/07/19 Online written summary of June Council Meeting
- 27/11/19 Live Stream of November Meeting
- 28/11/19 Online written summary of November Meeting
- 28/11/19 Media Release announcing draft Asset Management Policy, draft Asset Management Strategy, and draft Benchmarks For Building Assets Rationalisation are open for public submission, with a direct link to online submission form
- 04/12/19 to 06/01/20 Public exhibition period, draft documents placed on Council's website and hard copies available at Council's Administrative Centre and the Charles Rasp Library.
- 26/02/20 Live stream of the February Council Meeting
- 27/02/20 Online written summary of February Council Meeting

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:

Financial Implications:

Funding for development of asset management plans and asset management system implementation will be required as noted in AM Strategy.

Attachments

- 1. UD Draft Asset Management Policy 2019-2023
- 2. UD Draft Asset Management Strategy
- 3. U Draft Benchmarks for Building Assets Rationalisation

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER



DRAFT ASSET MANAGEMENT POLICY

QUALITY CONTROL		
EDRMS REFERENCES	D19/43423	
RESPONSIBLE POSITION	Chief Financial Officer	_
APPROVED BY	Executive Leadership Team (ELT)	
REVIEW DATE		REVISION NUMBER
EFFECTIVE DATE	ACTION	MINUTE NUMBER

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.

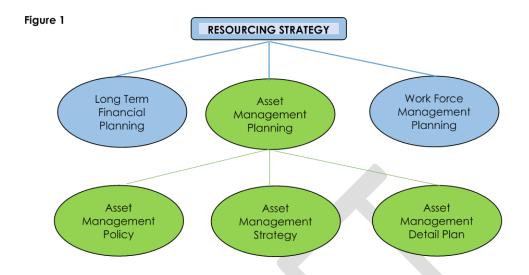
2. CONTEXT

Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 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

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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

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- **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

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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

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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.

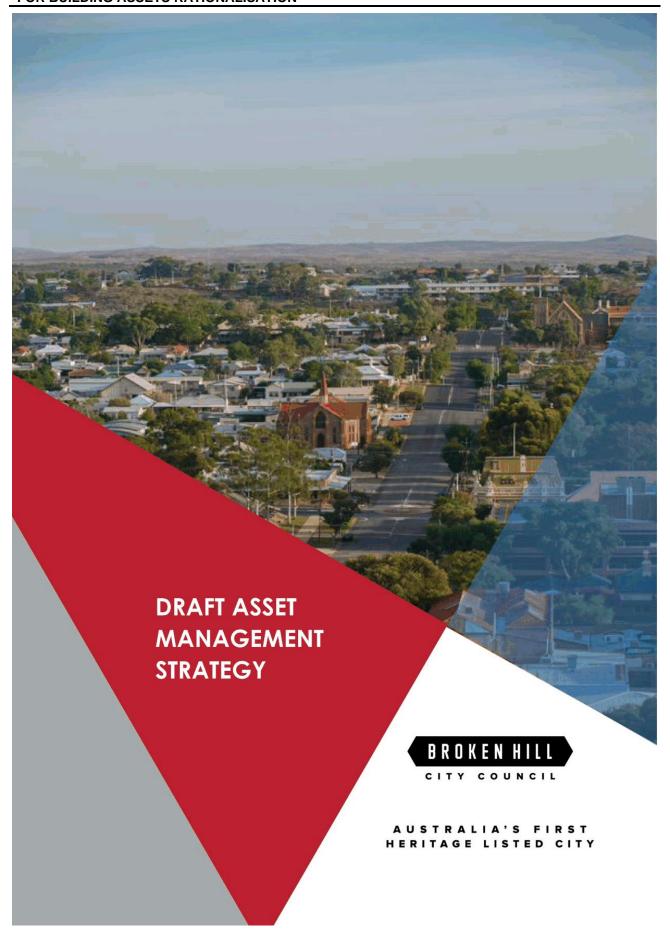
Draft Asset Management Plan Policy

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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





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	13/163 EDRMS No D19/43418				
RESPONSIBLE OFFICER	Strategic Asset Manager					
REVIEW DATE	2023					
DATE	ACTION		MIN	UTE No		
NOTES						
ASSOCIATED DOCUMENTS	City of Broken Hill Asset Management System Assessment June 2017					

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	APPENDIX 5: City of Broken Hill Asset Management System Assessment June 2017	

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 1993, 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.

The value of Councils assets, measured by replacement cost as at 30 June 2018 is:

Asset Category	Replacement Cost
Roads (including land under roads, kerbs and gutters, footpaths)	\$198,035,000
Buildings & Other Structures	\$79,211,000
Stormwater Drainage	\$13,510,000
Open Spaces and Recreational Assets	\$51,239,000
Other Infrastructure Assts	\$11,879,000
Total	\$362,721,000

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:

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- 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

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¹ 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:

A cook Management Blone (AM Blone)	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

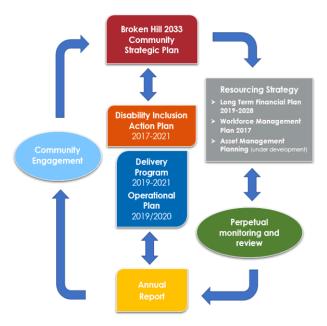
R	ecommendation	Time	Responsibility
1.1.1	Allocate additional funding of \$100k and complete AMPs for Buildings, Roads, Stormwater	2019-2020	Asset Management Steering Committee (AMSC) and AM Team
1.2	Review AMS 2019-2023 and develop an AMS 2023 -2027 and present to Council for adoption		AMSC and AM Team

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.

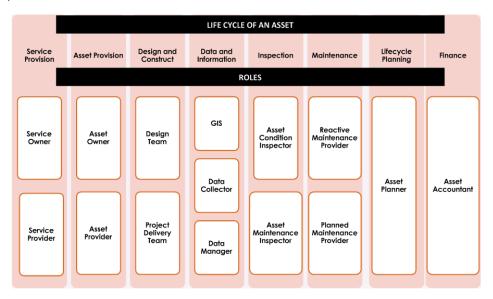


Recommendation	Time	Responsibility
1.2.1 Business process to be documented to integrate AM with the integrated Planning Framework	2019-2023	AMSC and AM Team

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
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
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.

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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
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
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

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.

During the first-year term of this Strategy, Council is recommended to undertake a high-level 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
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

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.

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
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
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

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

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

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.

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

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	AMSC. Ove the years as the organisations' asset management maturity level increases, mid-level group
Asset Replacement Costs	leaders will be nominated to AMSC. 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 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 operational objectives are achieved at optimum cost.
Capital Expenditure	Expenditure on items which will provide benefits that 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 maintenance expenditure.
Condition Assessment	The process of continuous or periodic inspection, 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 (LTFP)	A plan that projects a forecast of a Council's financial 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 Assessment Framework (NAMAF)	A methodology for assessing the maturity of a Council's Asset Management practices and processes against the 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 Framework (NAMF) Service Plan (SP)	A national framework for best practice asset management underpinned by NAMAF methodology. 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 related to the delivery of the service and performance

	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	Acquisition, maintenance and disposal costs/receipts of
estimates	an asset over its useful life.

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	

APPENDIX 1: Summary of Asset Management Strategy Actions Aligned To Asset Management Policy

Area	Asset Management Policy Action	Recommendation	Time	Responsibility
Governance and Management	Develop and implement an Asset Management Strategy that outlines the current status of asset management and a plan to continuously improve asset management	1.1.1 Allocate additional funding of \$100K and complete AMPs for Buildings, Roads, Stormwater	2019-2020	AMSC and AM Team
		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	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
1.4 Continually improve Council's maintenance and renewal practices	and ensure they are understood.	Roles and responsibilities are incorporated in employee performance reviews and position description.	2019 -2020	AMSC and AM Team
	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	
		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
		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

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.	Life cycle management is incorporated in Council business practices and included in all capital works, community projects and grants	2019 - 2023	AMSC, AM Team 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
		Undertake rationalisation of ovals and sporting facilities assets and facilitate colocation where necessary to provided committed services	2020- 2021	Council, AMSC, AM Team
		1.6.4 Undertake rationalisation of parks assets and facilitate colocation where necessary to provided committed services	2020- 2021	Council, AMSC, AM Team
Finance		2.1.1 High level manual process for AMP and LTFP integration	2019-2020	Council, AMSC, AM Team

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,	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,	Conduct a review of financial classes and reporting to improve the connection between corporate finance and asset management.	2020-2023	AM Team, Finance Team
	renewal, upgrade or new asset 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.	Continue to adhere to and update Asset Valuation Methodology documentation.	2019 -2023	AM Team, Finance Team

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;	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 IT
	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

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

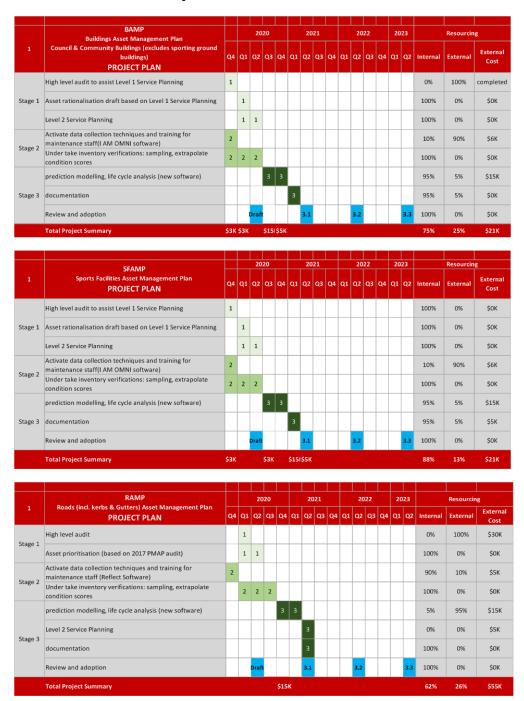
The indicators used to set priority and importance of AMPs for inclusion in the AMS 2019-2023 matrix.

Item	Definitions
AMP Inclusions	Which asset class / types will be included in AMP Included
AMP Priority	Whether AMP has been deemed as priority based on replacement value, risk and organisational need and knowledge Low Med High
Risk Due to Asset Failure	Likelihood and impact of asset failure within an asset class O Low O Med O High
Value	Replacement Value Low Med High
Current Knowledge	How well the asset is understood taking into account data and skills / knowledge of staff O No knowledge 5. Comprehensive Knowledge
Inventory	The collection of asset data, attributes and spatial information Included in work program
Condition	Whether condition assessment will be performed on an asset class during AMS Included in work program
Valuation	Whether an external valuation or unit rates to value a class of assets Included in work program
Service Plan	Whether a service plan will be completed for AMP Included in work program
Resource Level Required	Level of resources (time, \$, staff) will be required to achieve an AMP Low Med High
AMP Date	The year by which the AMP is expected to be completed

APPENDIX 3: AMP Priority Determination Matrix 2019-2023

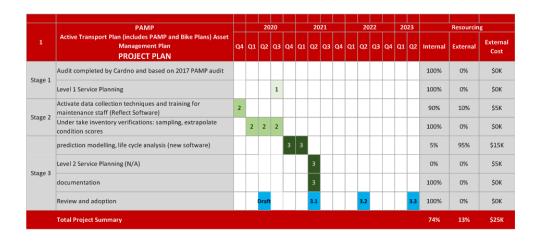
								Legend					
		AMP Priority Determination Matrix 2019-2023						Prioirty, Ris	k, Value		O Low	Med	High
								Resourcing Requirement		ent	O Low	Med	High
								Current Kn	owledge		0 None	5 Compr	ehensive
								Expected to be part of the AMS 2019			IS 2019-202	-2023 action plan	
Asset Class	AMP	Asset 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	-	-	-	-	-	-
6		IT & Office Equipment	-	-	-	-	4	~	-	-	-	-	-
Governance		Fleet	-	-	-	-	1	~	-	-	-	-	-
		Art	-	-	-	-	0	-	-	-	-	-	-
Land BAM		Vacant Land	-	-	-	-	1	-	-	-	-	-	-
	PGAMP	Open Spaces	~	•	0	0	1	✓ 3	✓ 0	-	✓ 0	•	2020
	BAMP	Land with Buildings	~	•	•	•	1	✓ 3	✓ 3	~	-	•	2020
	RAMP	Land Under Roads	~	•	•	•	1	✓ 3	✓ 0	~	-	•	2020
		Council owned & operated	~	•	•	•	1	✓ 3	✓ 3	~	✓ 0	•	2020
Buildings		Council owned & leased	~	•	•	•	1	✓ 3	✓ 3	~	~ 0	•	2020
Buildings		Sports Facilities	~	•	•	•	1	✓ 3	✓ 3	~	~ 0	•	2020
		Sheds	-	0	0	0	0	-	-	-	-	-	-
		Road, Kerbs & Gutters	~	•	•	•	1	✓ 0	V 1	~	~ 0	•	2020
D	RAMP &ATP	Foot & Cycle Paths	~	•	•	•	1	✓ 3	✓ 3	~	✓ 3	•	2020
Transport	AIVIF WATE	Bus Shelters	~	•	•	0	0	✓ 0	✓ 0	-	~ 0	•	2020
Transport		Traffic Devices	-	•	•	0	0	✓ 0	-	-		•	-
		Car Parks	~	0	0	0	0	✓ 0	✓ 0	~	~ 0	•	2021
		Airport	-	-	•	•	1	✓ 0	V 1	~	~ 0	•	2022
Drainage	DRAMP	Stormwater	~	•	•	•	1	✓ 0	✓ 0	~	~ 0	•	2021
	LAMP	Lighting	~	0	•	•	0	✓ 1	✓ 1	~	✓ 0	•	2021
Public Amenity	SAMP	Signage	~	0	0	•	0	✓ 0	V 1	-	~ 0	•	2022
Public Amenity	TAMP	Trees	~	0	0	•	0	✓ 0	✓ 0	-	~ 0	•	2020
	PGAMP	Parks & Open Spaces	~	0	0	•	0	✓ 0	✓ 0	~	✓ 0	•	2020
Waste		Transfer Station	-	-	•	•	2	-	-	-	-	-	2022
		Landfill	-	-	•	•	2	-	-	-	-	-	2022

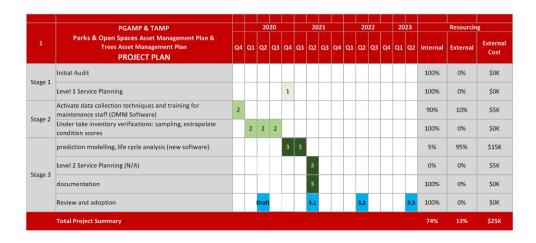
APPENDIX 4: AM Plans Project Plans



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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

Opus International Consultants (Australia) Pty Ltd Prepared by: Perth Office Level 1, 142 Hasler Road Graham Lantzke PO Box 174, OSBORNE PARK WA 6917 Principal Asset Management Engineer Australia Reviewed by: Telephone: +61 9 9340 9900 Tom Stacey Senior Asset Management Engineer Approved for release by: 28 July 2017 Date: Business Development Manager Reference: W-09730 Status: Final

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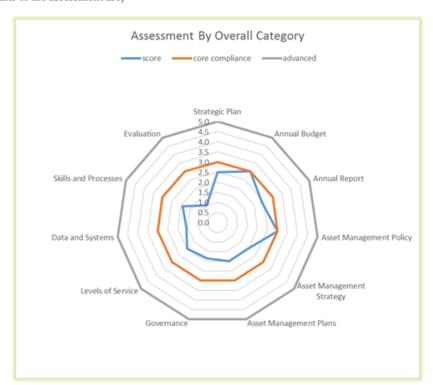
1 Executive Summary

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.

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- 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.

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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.

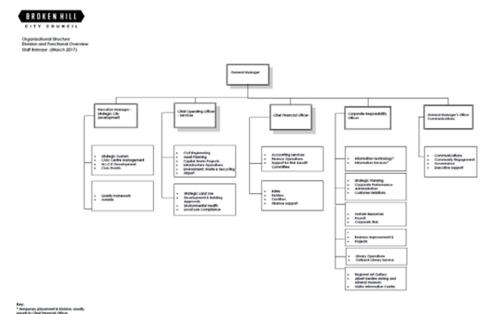


Figure 1: City of Broken Hill Organisation Structure

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.

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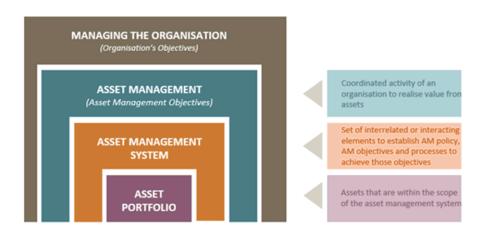


Figure 2: Asset Management System.

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		

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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

- 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.

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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.

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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)

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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 https://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.

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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.

Table 2: Interview subjects

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

 $Chief \ Operating \ Officer, Asset \ Management \ Strategy-Draft-D17/18449, May \ 2017-May \ 2017$

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Council, Asset Management Policy - Draft - D17/18448, May 2017

Chief Operating Officer, Asset Management Plan Open Spaces - Draft - D17/15219, May 2017

Chief Operating Officer, Asset Management Plan Drainage - Draft - D17/15215, May 2017

Chief Operating Officer, Asset Management Plan Transport - Draft - D17/15214, May 2017

Chief Operating Officer, Asset Management Plan Buildings - Draft - D17/4008, May 2017

General Manager, Organisational Structure Division and Functional Overview, Mar 2017

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 discussions but not sighted

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.
- 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.

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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

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

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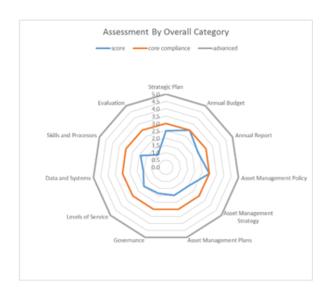
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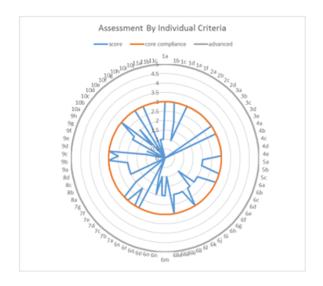


Figure 4: NAMAF Assessment by category

Figure 5: NAMAF Assessment by individual criteria



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Tab	e 5: I	Recommen	dations

	mendation	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.			

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 Consider employing a casual senior mentor in asset management to coach junior staff. 	
Review current works costing processes to empower line managers, establish accountability and improve accuracy including examine: a. Quality of cost/works reporting b. Overhead rates c. Accessibility of cost reports d. Budget expectations	
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.	
 Define useful lives for all assets and a mechanism to continuously validate useful life assumptions. 	
 Understand the functionality of the current Authority Software and provide training and support to utilise it. 	
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.	
 Update the existing database for works done in the last two years and establish a continuous update process 	
 Perform an annual health check on the completeness, currency, quality and accuracy of data. 	
19. Assign a custodian(s) of the asset data	

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Asset Management System 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.		
 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.		
24. Establish evidence based budget allocations aligned with adopted service targets and cost reporting.		
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.		
 Develop a corporate strategy and process to retire and dispose of unnecessary assets. 		
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.		
 Commence monitoring of performance against adopted service levels. 		

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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.

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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.

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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.

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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.

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City of Broken Hill

5 Appendix 1. NAF Assessment

NATIONAL ASSESSMENT FRAMEWORK (NAF)					
Local Government		City of 1	Broken Hi	11	
Date of Assessment		Tuesda	y, 13 June	2017	
Assessing Officer		Grahan	ı Lantzke		
Group Participants		Brendan Smith (Chief Operating Officer), David Zhao (Infrastructure Projects Engineer), James Druitt (Asset Planner Transport), Jarred Paul (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.

Asset Management System Assessment

		_		_	
с	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;

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с	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	
Ъ	The Annual Report includes independently audited financial statements in accordance with the relevant Accounting Standards.	3	3	5	
с	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	
đ	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
е	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

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Asset Management System Assessment

					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	
С	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.

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			_		
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	
С	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.
с	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	

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Asset Management System Assessment

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

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Asset Management System Assessment

The AMP's include an Asset Management Improvement Plan.	2	3	5	
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.
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
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
Include consideration of possible effects of climate change on asset useful lives and maintenance costs.	o	3	5	
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
Governance and Management				
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.
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.
	Include an asset rationalisation and disposal plan. Include consideration of non-asset service delivery solutions (e.g. leasing). Recognise changes in service potential of assets through projection of asset replacement costs, depreciated replacement cost and depreciation expense. Include consideration of possible effects of climate change on asset useful lives and maintenance costs. AMP's link to Councils AM Policy, AM Strategy, LTFP, Strategic Plan and other relevant Council Policy objectives. Asset Management Plans - overall Governance and Management 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. Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible	Include an asset rationalisation and disposal plan. Include consideration of non-asset service delivery solutions (e.g. leasing). Recognise changes in service potential of assets through projection of asset replacement costs, depreciated replacement cost and depreciation expense. Include consideration of possible effects of climate change on asset useful lives and maintenance costs. AMP's link to Councils AM Policy, AM Strategy, LTFP, Strategic Plan and other relevant Council Policy objectives. Asset Management Plans - overall 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. Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible	Include an asset rationalisation and disposal plan. Include consideration of non-asset service delivery solutions (e.g. leasing). Recognise changes in service potential of assets through projection of asset replacement costs, depreciated replacement cost and depreciation expense. Include consideration of possible effects of climate change on asset useful lives and maintenance costs. AMP's link to Councils AM Policy, AM Strategy, LTFP, Strategic Plan and other relevant Council Policy objectives. Asset Management Plans - overall 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. Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible	Include an asset rationalisation and disposal plan. Include consideration of non-asset service delivery solutions (e.g. leasing). Recognise changes in service potential of assets through projection of asset replacement costs, depreciated replacement cost and depreciation expense. Include consideration of possible effects of climate change on asset useful lives and maintenance costs. AMP's link to Councils AM Policy, AM Strategy, LTFP, Strategic Plan and other relevant Council Policy objectives. Asset Management Plans - overall 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. Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible

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Asset Management System Assessment

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.
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.
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.
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.	0	3	5	No formal arrangements in place
There are internal processes to promote Asset Management within the organisation and Council.	o	3	5	No formal arrangements in place but awareness and support was high.
Governance and Management - overall	1.9	3	5	Partially meets requirements
Levels of Service				
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.
	define Asset Management functions, responsibilities and skill requirements for managing all asset classes. 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. Council involves all departments in Asset Management Council involves all departments in Asset Management with cross functional representation, terms of reference and focussed on coordinating the linkages between service delivery and asset management implementation. There are internal processes to promote Asset Management within the organisation and Council. Governance and Management - overall Levels of Service Council has service plans for each of its services which have been developed in consultation with the	define Asset Management functions, responsibilities and skill requirements for managing all asset classes. 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. Council involves all departments in Asset Management Council involves all departments in Asset Management 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. There are internal processes to promote Asset Management within the organisation and Council. Governance and Management - overall Levels of Service Council has service plans for each of its services which have been developed in consultation with the	define Asset Management functions, responsibilities and skill requirements for managing all asset classes. 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. Council involves all departments in Asset Management Council involves all departments in Asset Management 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. There are internal processes to promote Asset Management within the organisation and Council. Governance and Management - overall Levels of Service Council has service plans for each of its services which have been developed in consultation with the	define Asset Management functions, responsibilities and skill requirements for managing all asset classes. 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. Council involves all departments in Asset Management Council involves all departments in Asset Management Council involves all departments for reference and focused on coordinating the linkages between service delivery and asset management implementation. There are internal processes to promote Asset Management within the organisation and Council. Governance and Management - overall Levels of Service Council has service plans for each of its services which have been developed in consultation with the

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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.
Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans.	2	3	5	Awaiting Council endorsement.
Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes.		3	5	Awaiting Council endorsement.
Levels of Service - overall	2.0	3	5	Partially meets requirements
Data and Systems				
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.		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.
There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy.	3	3	5	
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.
	quantifying and documenting current community levels of service and technical levels of service and costs for providing the current levels of service. Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans. Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes. Levels of Service - overall Data and Systems 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. There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy. 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	quantifying and documenting current community levels of service and technical levels of service and costs for providing the current levels of service. Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans. Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes. Levels of Service - overall Data and Systems 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. There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy. 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	quantifying and documenting current community levels of service and technical levels of service and costs for providing the current levels of service. Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans. Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes. Levels of Service - overall Data and Systems 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. There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy. 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	quantifying and documenting current community levels of service and technical levels of service and costs for providing the current levels of service. Current and target levels of service (community and technical) are clearly defined in the Asset Management Plans. Technical Levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal processes. Levels of Service - overall Data and Systems 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. There is a common Corporate data framework used across all asset groups which is defined by Council's Infrastructure Asset Hierarchy. 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

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đ	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 methods and assumptions which limits traceability and longitudinal analysis options.
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 Local Government. Consider involvement in IPWEA benchmarking activities and/or NAF reporting and/or regional sharing of information
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 it has not been set up and may lack sophistication. A review of planning need and software options could be considered. Recommend using the "keep it simple" approach and looking at best option to develop the required outcome which might include low tech internal tools (spreadsheet analysis), use of consultants or procurement of software.
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	
h	Council has a defined process for operations, maintenance, renewal and upgrade planning for the existing assets.	o	3	5	
	Data and Systems - overall	1.6	3	5	Partially meets requirements
10	Skills and Processes				

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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.
С	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	

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Asset Management System Assessment

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.
11	Evaluation - overall				
	Skills & Processes - overall	1.9	3	5	Partially meets requirements
j	Council provides ongoing training programs for Councillors, Top Management and officers on key Asset Management topics.		3	5	No evidence found.
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.
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.

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City of Broken Hill

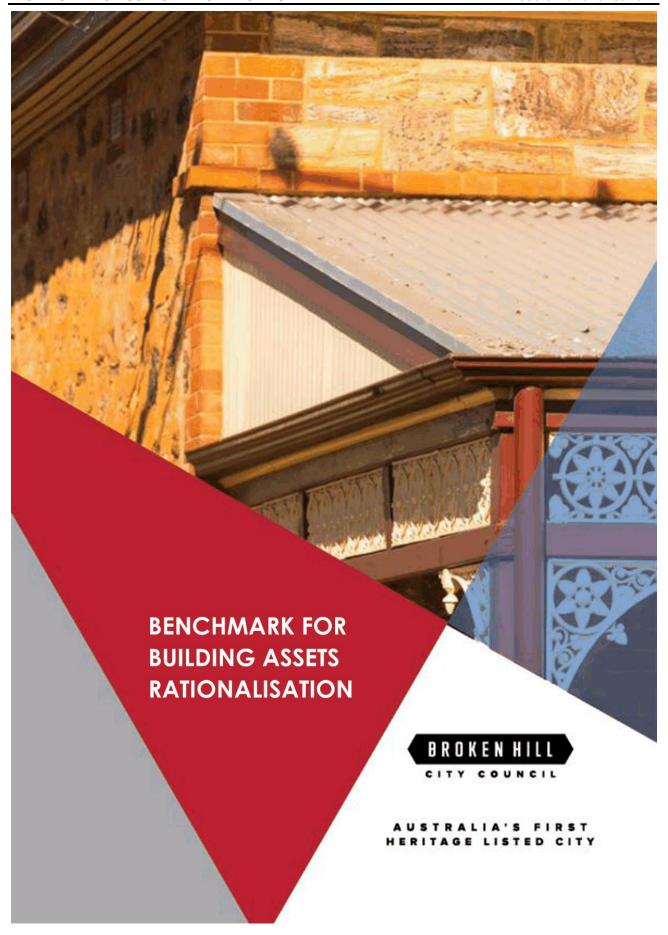
6 Appendix 2. Data quality assessment template

To be reviewed by responsible Shire officers on annual basis.

			Out a Types.							
Database	Custodian	wetlote	tox ation	menticy	noset noset	Condition	Valuation	trup	Mortic and Gods	Metala
Authority	TBA	4	4	- 4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	- 4	3	3	3	3	3	3
Authority	TRA	4	4	- 4	3	3	3	3	3	3
Authority	TBA	4	- 4	- 4	3	3	3	3	3	3
Authority	TBA	4	4	- 4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	- 4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	S	S	S	S	5	5	5	S	S
Authority	TBA	S	S	S	S	5	5	5	5	S
Authority	TBA	4	4	4	3	3	3	3	3	3
Authority	TBA	4	4	4	3	3	3	3	3	3
No assets	NA.	0	0	0	0	0	0	0	0	0
Authority	TBA	4	4	4	3	3	3	3	3	3
No assets.	NA.	0	0	0	0	0	0	0	0	0
No assets.	NA	0	0	0	0	0	0	0	0	0
No assets.	NA.	O	0	0	D	0	0	0	0	D
No assets	NA	0	0	0	D	0	D	0	0	0
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34 28 July 2017







QUALITY CONTROL						
KEY DIRECTION	1. Our Commi	unity				
OBJECTIVE	1.4 Our built e	nvironment su	pports	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 Asse	t Manager				
REVIEW DATE	2023					
DATE	ACTION		MIN	UTE No		
NOTES						
ASSOCIATED DOCUMENTS						

DRAFT BENCHMARK FOR ASSET RATIONALISATION

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DRAFT BENCHMARK FOR ASSET RATIONALISATION

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.

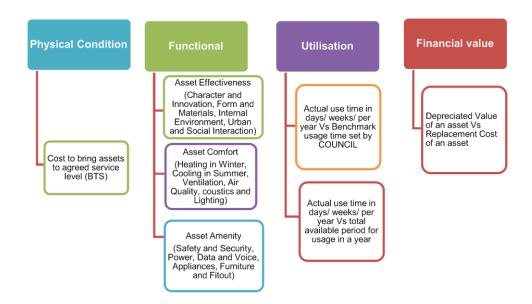
The service delivery as stated in the 2033 Community Strategic Plan can be provided through the assets only if the condition of the assets are at an acceptable level for use; the assets meet the functional need and are utilised to the maximum reflecting that the competing demands of the community are 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

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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

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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

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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.

6. SUMMARY OF NOMINATED BENCHMARKS FOR THE BUILDINGS

Item	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%

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%

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

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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

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Table 1: Deferral Risk (DR)

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

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

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3.1 Functionality Rating - Asset Comfort (FRC)

Table 2: Functionality (FRC- Asset Comfort - Characteristics)

Topic	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)

Topic	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

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)

Topic	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

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.
FRE5	Failed	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

Ordinary Council 25 March 2020

ORDINARY MEETING OF THE COUNCIL

March 11, 2020

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 34/20

<u>SUBJECT:</u> <u>2019-2021 DELIVERY PROGRAM KEY PERFORMANCE</u>

INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31

DECEMBER 2019, INCLUSIVE OF OPERATIONAL PLAN

<u>2019/2020 OUTCOMES</u> <u>16/165</u>

Recommendation

1. That Broken Hill City Council Report No. 34/20 dated March 11, 2020, be received.

2. That Council adopt the 2019-2021 Delivery Program Key Performance Indicators Progress Report for period ending 31 December 2019, inclusive of Operational Plan 2019/2020 outcomes.

Executive Summary:

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

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

Report:

This report relates to the Council's progress on the Delivery Program 2019-2021, inclusive of Operational Plan 2019/2020 outcomes, for the reporting period to 31 December 2019.

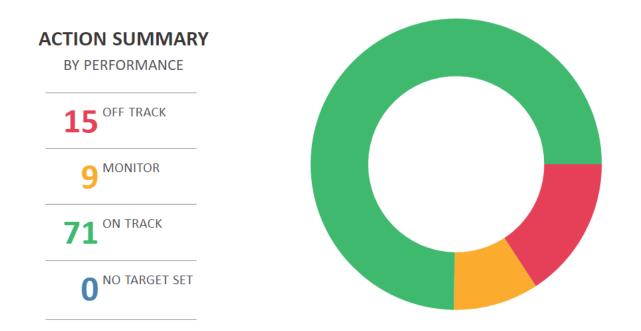
Council will note that the attached progress report for the 2019-2021 Delivery Program is provided from new reporting software which presents the data in **CAMMS Strategy** form, as the previous software and format through Cambron is now superseded.

This reporting period provides an indication of progress against set targets, particularly those measures and tasks assigned to be achieved within the 2019/2020 financial year.

A total of 95 performance action targets are set in the 2019-2021 Delivery Program, inclusive of the 2019/2020 Operational Plan. A snapshot of Council's **Delivery Program 2019-2021** progress report indicates 71 Actions reported as "On Track"; 15 Actions reported as "Off Track" and 9 reported as "Monitor". A legend table to explain the performance descriptors can be found below the graph diagram over page of this report.

The one-year Operational Plan for 2019/2020 is at the halfway mark as at 31 December 2019 and the 71 Actions "On Track" shows over 74 percent of the Operational Plan actions are progressing on track, with a further six months remaining to progress and complete actions.

Ordinary Council 25 March 2020



On Track At least 90% of action target achieved	
Monitor	Between 70% and 90% of action target achieved
Off Track	Less than 70% of action target achieved
No Target Set	No target against any periods has been set to be achieved

Community Engagement:

The Delivery Program inclusive of the Operational Plan was placed on exhibition for a period of 28 days to allow for public comment on 14 May 2019.

The 2017-2021 Delivery Program progress report for the period ending 31 December 2019 will be the subject of an open report in the March 2020 Ordinary Council meeting agenda and will also be placed on 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 its legal framework

Relevant Legislation:

Local Government Act 1993, Sect 404 - Delivery program

404 Delivery program

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

Financial Implications:

Ordinary Council 25 March 2020

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

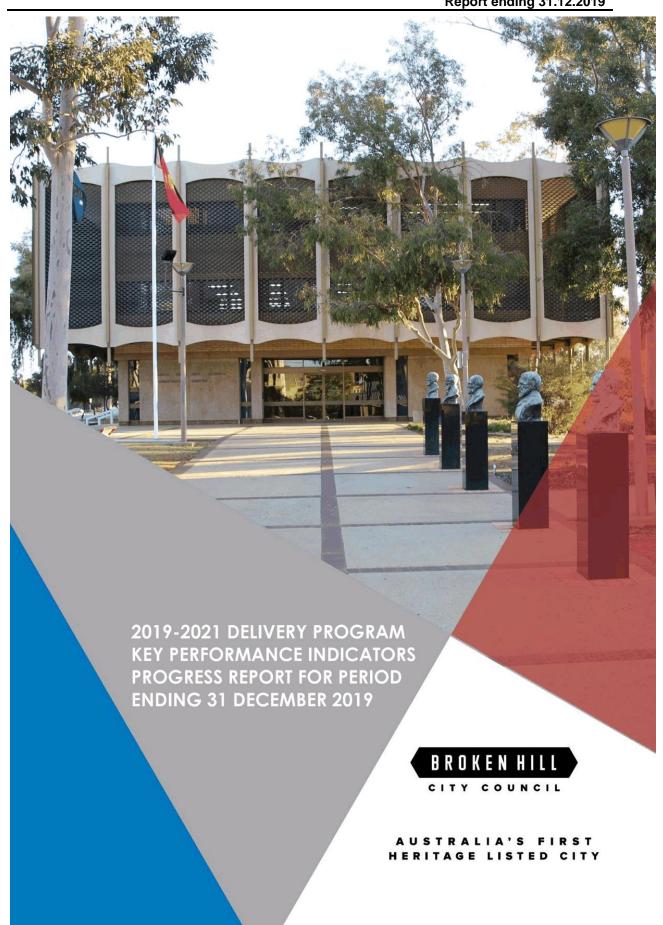
Attachments

1. 2019-2021 Delivery Program inclusive of Operational Plan 2019-2020 outcomes -

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER

Attachment 1 2019-2021 Delivery Program inclusive of Operational Plan 2019-2020 outcomes - Key Performance Indicators Progress Report ending 31.12.2019



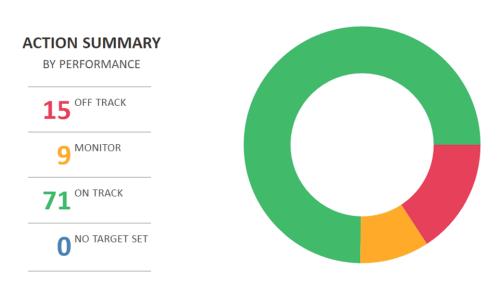
Attachment 1 2019-2021 Delivery Program inclusive of Operational Plan 2019-2020 outcomes - Key Performance Indicators Progress Report ending 31.12.2019



QUALITY CONTROL						
TRIM REFERENCES	16/165 – D20/11683					
KEY DIRECTION	4. Our Leadership					
OBJECTIVE	4.1 Openness and Transparence	cy in Decision Making				
STRATEGY	4.1.1 Support the organisation to	operate its legal framework				
RESPONSIBLE OFFICER	General Manager					
COMPANY	Broken Hill City Council					
PHONE NUMBER	08 8080 3300					
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au					
DATE	ACTION	MINUTE NO.				
25 March 2020	Presented to Council					
NOTES	Front Cover Image: Broken Hill City Council Administrative Centre Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018					
ASSOCIATED DOCUMENTS	Delivery Program 2019-2021 incor 2019/2020	porating Operational Plan				

Attachment 1 2019-2021 Delivery Program inclusive of Operational Plan 2019-2020 outcomes - Key Performance Indicators Progress Report ending 31.12.2019





On Track	At least 90% of action target achieved
Monitor	Between 70% and 90% of action target achieved
Off Track	Less than 70% of action target achieved
No Target Set	No target against any periods has been set to be achieved

BROKEN HILL CITY COUNCIL

KEY DIRECTION 1 - OUR COMMUNITY

OBJECTIVE People in our Community are in safe hands

STRATEGY 1.1.1 Implement infrastructure and services for the effective management and control of companion animals

ACTION 1.1.1.1 Construct new animal pound facilit	N 1.1.1.1 Construct new animal pound facility						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Projects Officer	In Progress	01-Jul-2019	30-Jun-2020	85.00%	50.00%	GREEN	

Action Progress Comments:

The Broken Hill Animal Shelter works are almost complete and it is expected that an Occupation Certificate will be issued in January 2020 for Council to begin operating from the facility in February 2020.

ACTION 1.1.1.2 Provide an education program to update the community on the management and use of the new animal pound facility								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN		

Action Progress Comments:

Planning Department have completed an operational manual for the animal pound. Staff also commenced the review of the Companion Animals Management Plan to include Council operated pound and new arrangements. The draft Companion Animals Management Plan is currently on public exhibition and a report will be presented to Council at the February 2020 Council meeting for adoption. The education program will commence in 2020 once Council pound contractor is notified of the opening date of the new shelter.

STRATEGY 1.1.2 Prioritise actions within the Smart City Framework that support safer communities within our Parks and Open Spaces

ACTION 1.1.2.1 Install CCTV and Smart Lighting into Sturt Park						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Chief Financial Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

Action Progress Comments:

CCTV and Smart Lighting installed and commissioned.







ACTION 1.1.2.2 Install CCTV and Smart Lighting into	ION 1.1.2.2 Install CCTV and Smart Lighting into Patton Park					
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Chief Financial Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

CCTV and Smart Lighting installed and commissioned.

ACTION 1.1.2.3 Install CCTV and Smart Lighting in other priority assets or areas (eg City centre)						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Chief Financial Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

Action Progress Comments:

CCTV installed at Council Administrative Centre and Civic Centre. Smart Lighting installed at Council Administrative Centre.

ACTION 1.1.2.4 Develop and implement a maintenance, inspection and monitoring program for the CCTV network						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

Action Progress Comments:

CCTV has been installed by OneWIFI in Sturt Park and Patton Park and the maintenance and inspection schedules are established as part of OneWIFI contract.

ACTION 1.1.2.5 Install CCTV and Smart Lighting into Airport Parking Areas									
Responsible P	Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Chief Financia	al Officer	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN		

Action Progress Comments:

Funding obtained and scope prepared. Documents being prepared for procurement. Project expected to be completed by 30 June 2020.







STRATEGY Provide suitable land within the Cemetery reserve and develop for future expansion

	-	-	-				
ACTION 1.1.3.1 Complete extension of Cemetery Rose Garden							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Assets Planner - Parks and Open Spaces	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN	

Action Progress Comments:

Extension of Cemetery Rose Garden Project completed. Excavation and concrete beds completed by contractor. Irrigation completed by Council. Installation of garden bed loam, mulch and roses completed by Council.

ACTION 1.1.3.2 Carry out Geo-technical investigation to extend Cemetery grounds								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target $\%$		
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED		

Action Progress Comments:

Scope development in progress to engage consultant.

OBJECTIVE Our Community works together

STRATEGY 1.2.1 Advocate for and recognise volunteerism

ACTION 1.2.1.1 Develop Volunteer Strategy						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Events Coordinator	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN

Action Progress Comments:

Volunteer Strategy completed and awaiting endorsement by Executive Leadership Team for presentation to Council.







STRATEGY Develop and implement a Customer Contact and Call Centre

ACTION 1.2.2.1 Review Customer Services Framework for customer experience and business improvement, including continuous improvement approach to processes								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Corporate Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	50.00%	20.00%	GREEN		

Action Progress Comments:

Corporate Services staff undertook a briefing with the Executive Leadership Team (ELT) and obtained endorsement for the proposed project plan and timetable. A meeting of the Customer Services Framework Working Party took place on 5 December 2019. Development of an online staff survey, focusing particularly on the key service standards was undertaken and circulated to all staff late 2019, with a closing date 24 January 2020. Further progress on the review to be made available next reporting period.

ACTION 1.2.2.2 Undertake Customer Satisfaction Sur	1.2.2.2 Undertake Customer Satisfaction Survey								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
Corporate Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	10.00%	10.00%	GREEN			

Action Progress Comments:

Corporate Services staff are investigating a range of in-house resources, programs and processes available for the collection of useful information that could be collated to determine our customers satisfaction. A more comprehensive Customer Satisfaction Survey is planned for 2020/2021 financial year.

ACTION 1.2.2.3 Develop Complaints Handling Procedure in accordance with Complaints Management Policy								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Corporate Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	10.00%	0.00%	GREEN		

Action Progress Comments:

Corporate Services have commenced research into best practice models for complaint handling procedures. The next steps will include the drafting of a procedure inclusive of workflow for consultation and comment, prior to final production and methodology for review.







STRATEGY Support the Reconciliation Movement

ACTON 1.2.3.1 Develop Reconciliation Action Plan in consultation with local Aboriginal and Torres Strait Islander community representatives to provide a framework for the organisation								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Youth and Community Projects Officer	In Progress	01-Jul-2019	30-Jun-2020	30.00%	40.00%	AMBER		

Action Progress Comments:

The actions contained in the draft Reconciliation Action Plan have been confirmed by internal stakeholders. The Reconciliation Action Plan Working Group will meet to discuss the draft Plan. When approved by the Working Group, the final draft will be sent to Reconciliation Australia to begin the feedback and quality assurance process. This may take up to three rounds of feedback before approval. Upon completion of this process, a report will be presented to Council.

STRATEGY 1.2.4 Engage with key community sectors via Community Round Table

ACTION 1.2.4.1 Ensure community representatives understand the functions associated and reporting required for the Community Round Table									
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
Executive Support Officer	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN			

Action Progress Comments:

Meetings held in August and November 2019 - Community Round Table committee members were provided with the Community Strategic Plan Round Table Terms of Reference. These meetings were represented by Health, Police, Education, Foundation Broken Hill, Regional Development Far West Australia, Primary Health Network, Aboriginal Land Council; Chair of Key Direction Working Group - Our Leadership and Our Economy and Executive Leader representative from Key Direction Working Group Our Community and Our Economy.







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2019-2021 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31 DECEMBER 2019, INCLUSIVE OF OPERATIONAL PLAN 2019/2020 OUTCOMES

OJBECTIVE 1.3 Our history, culture and diversity is embraced and celebrated

STRATEGY 1.3.1 Advocate for funding and investment for Community Development Projects

ACTION 1.3.1.1 Work with third parties to seek funding								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	In Progress	01-Jul-2019	30-Jun-2020	65.00%	50.00%	GREEN		

Action Progress Comments:

During report period City Growth Coordinator has provided ongoing management of Stronger Country Communities Round 2 funding for five community projects including milestone reporting and payments and project variation requests. These projects are: 1) Silver City Swimming Pool upgrade - completed and acquitted; 2) Napredak Club refurbishment; 3) Kintore Reserve Picnic Train; 4) Broken Hill Motor Support Upgrade; 5) Lifeline Tip Shop Upgrade.

Additional information on the City's economic profile and tourism data was provided for the Line of Lode Development in support of the Crown Lands grant application. In partnership, University Department of Rural Health, Far West Local Health District and Council a Move It Aus grant application for \$247,500 was submitted but was unsuccessful. Letters of Support for two community organisations seeking grant funding, were also provided.

STRATEGY 1.3.2 Construct new Library/Community Hub and Cultural Precinct in line with Cultural Framework

ACTION 1.3.2.1 Continue to pursue funding sources to bring the project to fruition									
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %			
General Manager	In Progress	01-Jul-2019	30-Jun-2020	40.00%	50.00%	AMBER			

Action Progress Comments:

A key component of Council's adopted Advocacy Strategy is to pursue funds to construct a Cultural Precinct at the rear of the Town Hall Facade which is more broadly part of the re-invigoration of Argent Street, making it the number one urban precinct in the City. Longer term this will include Central Business District master-planning to deal with future opportunities identified through the adoption of Broken Hill Cultural Framework and Synopsis Report. Council has submitted a grant application to the Federal Building Better Regions Fund by the due date, 19 December 2019. Ongoing discussions are continuing with Broken Hill Proprietary Billiton Foundation around their contribution and at a State level, through the bureaucracy and Ministry. To that end the Mayor and General Manager are seeking (January 2020) meetings with key government Ministers to push for funding through the grants system (or other opportunities) to deliver the Cultural Precinct development for the City.







STRATEGY Promote City's listing as Australia's First Heritage City

ACTION 1.3.3.1 Finalise Scope and Implement lighting and projection installations at the Town Hall Facade, Civic Centre, Broken Hill Regional Art Gallery, Town Square and Sturt Park								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Chief Financial Officer	In Progress	01-Jul-2019	30-Jun-2020	74.00%	50.00%	GREEN		

Action Progress Comments:

Funding obtained, tender awarded and Development Applications lodged. Installation expected to be completed by March 2020.

ACTION 1.3.3.2 Ensure construction and installation of Gateway signage into the City								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Projects Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN		

Action Progress Comments:

All five Gateway Sians have been installed at the following locations - Tibooburra Road, Sydney Road, Wentworth Road, Adelaide Road and Pro Hart Way (formerly Airport Road).

ACTION 1.3.3.3 Construct shade shelter located at the BHP Chimney site								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target $\%$		
Projects Officer	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN		

Action Progress Comments:

The BHP Chimney project is currently in the procurement phase and a contractor is expected to be engaged in early 2020 for completion of the project by April 2020.







STRATEGY 1.3.4 To provide accessible community spaces and access to books, learning resources and other information

ACTION 1.3.4.1 Develop Library Business Plan						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Library Coordinator	In Progress	01-Jul-2019	30-Jun-2020	40.00%	50.00%	AMBER

Action Progress Comments:

Research of Libraries and relevant business plans has been undertaken. Draft Library Business Plan to be edited into a suitable format for presentation. Staff consultation to occur before final draft to be presented to Director Corporate by the end of May 2020.

STRATEGY 1.3.5 To preserve and share the City's archive, art and mineral asset collections, engage new audiences, broaden access to rare and some fragile heritage material through the digitisation of the collections in preparation for web access in the future

ACTION 1.3.5.1 Finalisation of Strategic Business Plan and review of Policies for Art Gallery and Museum								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Gallery and Museum Manager	In Progress	01-Jul-2019	30-Jun-2020	60.00%	50.00%	GREEN		

Action Progress Comments:

Broken Hill Regional Art Gallery policies are in completed draft form, to be submitted to Council for public display. Strategic Business Plan is in final draft form and due for completion in February 2020 in line with new Create NSW funding. Albert Kersten Mining and Minerals Museum Strategic Business Plan and policies are all in draft form and being further developed. Due for completion in June 2020.

ACTION 1.3.5.2 Digitisation of City's art assets						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN

Action Progress Comments:

The State-funded digitisation project has been running since October 2018 and is due for completion in October 2020. Approximately 80% of the Broken Hill Regional Art Gallery's collection has been digitised into the collection management system (Axiell EMU).







ACTION 1.3.5.3 Seek funding for the Digitisation of City's archival assets								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Library Coordinator	In Progress	01-Jul-2019	30-Jun-2020	3.00%	50.00%	RED		

Opportunities for funding are limited because the Library is not classified as a cultural facility (ie an art gallery nor a museum). Available grant funding only provides equipment or training but not staffing or project contract personnel. Conversations through professional networks have identified there are limited opportunities for Archive funding. In December 2019, an email from the Executive Director of ALIA (Australian Library and Information Association) informing that digital access to collections funding ended mid-2018 and are no longer available. The Archives has over 300,000+ items. Library Coordinator is in contact with relevant grant bodies and networking as to availability of grants when they arise.

ACTION 1.3.5.4 Digitisation of the City's mineral assets							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Gallery and Museum Manager	In Progress	01-Jul-2019	30-Jun-2020	40.00%	50.00%	AMBER	

Action Progress Comments:

The State-funded digitisation project has been running since October 2018 and is due for completion in October 2020. Approximately 40% of the Albert Kersten Mining and Mineral Museum's (GeoCentre) collection has been digitised into the collection management system (Axiell EMu).

STRATEGY 1.3.6 Develop interstate and regional partners to maximise tourism opportunities

ACTION 1.3.6.1 Support the development of the Silver to Sea Trail project							
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %	
Visitor Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	95.00%	50.00%	GREEN	

Action Progress Comments:

The Silver 2 Sea Way project (formerly Heritage Rail Trail) was launched in 2015. It tells Australia's most powerful industrial heritage story, the creation and operation of the railway line from South Australia to Broken Hill and its related history of BHP. Its mission is to revitalise and energise the 14 towns and communities along the way and develop it into the most engaging, informative and inspirational tourist trail in Australia. The Project Coordinator, then Community Development Manager of Peterborough, is the driving force behind this initiative. Early on he sought support from Port Pirie and Broken Hill, the start and end point of the trail. Broken Hill City Council (BHCC) has since supported this initiative with







contributions to the official brochure and a competition held in 2018. The Project Coordinator is currently lobbying ministers and the National Trust to secure a successful funding application under the Building Better Regions Fund project. Council's Visitor Services Coordinator is in regular contact with the Project Coordinator, to ensure BHCC is kept in the loop and can offer support where needed. The trail has a large economic potential by funnellina more SA residents and visitors to Broken Hill and increase visitation and overnight stays. The Project Coordinator met with Mark Coulton, MP and BHCC on 19/12/2019 and provided an update on the Silver 2 Sea Way Regional Economic Revitalisation Project stage 1 – Port Pirie to Peterborough application to Building Better Regions Fund (BBRF). The Application met the BBRF round 4 deadline of 19/12/2019. The Project Coordinator thanked BHCC for supporting the Project and will provide an updated report in March/April, once further information has been received from BBRF; and will contact BHCC when further assistance is required. If Stage 1 is successful, then Stage 2 Peterborough to Broken Hill and Silverton will be investigated.

ACTION 1.3.6.2 Establish working relationships with the South Australian Visitor Information Network

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	95.00%	50.00%	GREEN

Action Progress Comments:

Broken Hill City Council's (BHCC) Visitor Services Coordinator attended the South Australian Visitor Information Centre Network (SAVICN) conference twice (March 2019 and March 2018), from this an affiliate membership to the network was offered to the Broken Hill Visitor Information Centre (BHVIC). This has now been put into place, recognising the importance of Broken Hill as a visitor gateway to South Australia (SA), but more importantly, giving BHCC a strategic tool to better coordinate and drive visitation from SA. Other pieces of this strategy are the continuing support of the Silver 2 Sea Way project, a historic tourism drive connecting Port Pirie to Broken Hill and the product familiarisation visit to the Flinders Ranges, which saw four BHVIC staff travel into the Flinders Ranges in March 2019, forging ties with local operators, Regional Development South Australia and the South Australian Tourism Commission.







STRATEGY Develop a City Wide Cultural Plan

ACTION 1.3.7.1 Seek funding for the development of a City wide Cultural Plan								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN		

Action Progress Comments:

The City wide Cultural Plan is addressed in the Cultural Framework and Synopsis report and the spin off strategies which lead into the next chapter of work regarding a master plan for the upgrade of Argent Street, Central Business District and Patton Street; to align with the work being done through National Heritage Management Framework (funded through State and Federal grants secured in 2019) and the Cultural Precinct development and way-finding project.

OBJECTIVE Our built environment supports our quality of life

STRATEGY 1.4.1 **Develop City Strategic Plan**

ACTION 1.4.1.1 Engage suitable resource to develop City Strategic Plan								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	60.00%	50.00%	GREEN		

Action Progress Comments:

Council's Strategic Land Use Planner is working collaboratively with the NSW Planning Department to develop a Local Strategic Planning Statement (LSPS). It is envisaged that a draft LSPS will be available for submission to Council's February 2020 meeting, to be endorse for public exhibition.

ACTION 1.4.1.2 Advocate to secure funding for heavy vehicle bypass road								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN		

Action Progress Comments:

Monitoring of available funding opportunities conducted. The heavy vehicle Bypass Road is included in Council's Advocacy Strategy which is distributed to visiting Ministers and agencies. Broken Hill City Council met with Transport NSW September 2019 regarding funding opportunities.







ACTION 1.4.1.3 Advocate to secure funding for a Truck Wash								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN		

Council has had ongoing liaison with State Government, NSW Transport and stakeholders about options for extending current funding for truck wash. Truck wash requires new scope and confirmed location.

1.4.2 Maintain the serviceability of Council's assets at an appropriate condition level STRATEGY

ACTION 1.4.2.1 Develop Asset Management Plan - Roads and Footpaths								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN		

Action Progress Comments:

Draft Policy and Strategy on public consultation during December 2019. If adopted at February Council meeting, Asset Management Plan will then be developed. Draft Asset Management Plan is in 'Work In Progress' stage.

ACTION 1.4.2.2 Develop Asset Management Plan - 1	rees					
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target $\%$
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN

Action Progress Comments:

Draft Policy and Strategy on public consultation during December 2019. If adopted at February Council meeting, Asset Management Plan will then be developed. Draft Asset Management Plan is in 'Work In Progress' stage.







ACTION 1.4.2.3 Develop Asset Management Plan - Parks and Open Spaces										
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %				
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN				
Action Progress Comments: Draft Policy and Strategy on public consultation during December 2019. If adopted at February Council meeting, Asset Management Plan will then be developed. Draft Asset Management Plan is in 'Work In Progress' stage.										
ACTION 1.4.2.4 Develop Asset Management Plan - Buildings										

A	CTION	1.4.2.4	Develop	Asset Manag	gement Plan	- Buildings
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Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN

Draft Policy and Strategy on public consultation during December 2019. If adopted at February Council meeting, Asset Management Plan will then be developed. Asset Condition Audits completed. Draft Asset Management Plan is in 'Work In Progress' stage.

ACTION 1.4.2.5 Finalise and prioritise implementation actions within Active Transport Plan (inc Footpaths, Bicycle paths, Signage, Pedestrian Access etc)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN

Action Progress Comments:

Prioritisation of cycle-path and footpath completed through consultation process. Council has approved \$14M over the next 10 years towards prioritised Active Transport Plan (ATP). Signage to be integrated with ATP and 10-year program to be developed.

ACTION 1.4.2.6 Develop Fleet Asset Management Pl	lan					
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Projects Officer	Deferred	01-Jul-2019	30-Jun-2020	0.00%	50.00%	RED

Action Progress Comments:

The Council Garage is currently undertaking a Service Review, of which the outcomes are expected to inform the development of a Fleet Asset Management Plan.







STRATEGY Develop Council assets to promote outdoor recreation, exercise and mobility for families

ACTION 1.4.3.1 Rebuild Sturt Park playground						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN

Action Progress Comments:

Toddlers area redevelopment scope development completed. Request for Quotation for toddlers area redevelopment will be called for in January 2020 and implementation in May 2020.

ACTION 1.4.3.2 Install or expand outdoor gyms at Sturt Park and Picton Oval							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	75.00%	50.00%	GREEN	

Action Progress Comments:

Contractor engaged through Request for Quotation process for gym equipment installation project. Installation scheduled for March 2020 to April 2020.

STRATEGY 1.4.4 Support drought affected communities by reducing dust and improving road safety

ACTION 1.4.4.1 Complete Brown Street reseal project						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	90.00%	50.00%	GREEN

Action Progress Comments:

Design completed. Final bitumen sealing works completed prior to Christmas closure. Additional drainage works to complete the entire project will be undertaken in January 2020 and the project will be completed and closed by March 2020.







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

STRATEGY 1.5.1 Support our residents to lead healthy, active and independent lives through provision of high quality, contemporary Library services

ACTION 1.5.1.1 Conduct Two Customer Satisfaction surveys - Home Delivery and the Outback Letterbox Library service								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Library Coordinator	In Progress	01-Jul-2019	30-Jun-2020	36.00%	50.00%	AMBER		

Action Progress Comments:

Draft survey circulated to Director Corporate, Manager Communications, Digital Officer and Library technicians for comment, with final Survey completed 15 November 2019. Survey being transcribed into OpenForms for online access. The Survey is to be distributed to customers, via written format and online OpenForms on Council's website. Survey distribution will occur in February 2020. Reporting due end of March 2020 with findings supporting changes if required in service provision planned for in future budget and planning processes.







BROKEN HILL CITY COUNCIL

KEY DIRECTION 2 - OUR ECONOMY

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

STRATEGY 2.1.1 Council's Workforce Management Plan reflects the needs of the organisation

ACTION 2.1.1.1 Learning and Development plans are	2.1.1.1 Learning and Development plans are completed for all employees including succession and career options							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Human Resources Coordinator	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN		

Action Progress Comments:

Annual Performance reviews were distributed to Supervisors and employees on 18 September 2019. Supervisors workshops were conducted on same day. Performance reviews were conducted by all supervisors and employees until 29 November 2019.

ACTION 2.1.1.2 Review current Workforce Management Plan Strategies (2015-2019: 2017-2021) to report to Council on achievements								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Organisational Development	Not Started	01-Jul-2019	30-Jun-2020	0.00%	25.00%	RED		

Action Progress Comments:

Review has not commenced.

ACTION 2.1.1.3 Commence revision of Workforce Management Plan 2020-2024 in line with LG elections process								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target $\%$		
Manager Organisational Development	Not Started	01-Jul-2019	30-Jun-2020	0.00%	25.00%	RED		

Action Progress Comments:

Scheduled to commence following the review of existing Workforce Management Plan.







ACTION 2.1.1.4 Continue to improve Recruitment Service Delivery and Employee Experiences								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Human Resources Coordinator	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN		
A. U. B. Company								

Based on the Executive Leadership Team (ELT) recommendations that arose through the internal service review on the recruitment process, the Human Resources Department has amended and implemented a revised recruitment procedure checklist and expanded candidate compliance checking regimes. Council's Recruitment Framework is currently in draft format and will be forwarded to ELT for feedback in March 2020.

ACTION 2.1.1.5 Continue implementation of LG Capability Framework							
	Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
	Manager Organisational Development	In Progress	01-Jul-2019	30-Jun-2020	12.00%	20.00%	RED

Action Progress Comments:

Assessment methodology has been determined. Project Plan is in draft for further development in 2020.

ACTION 2.1.1.6 Implement actions associated with the ratification of the Broken Hill City Council Consent Award								
Responsible Person Status Start Date End Date Complete % Target On Target					On Target %			
Human Resources Coordinator	In Progress	01-Jul-2019	30-Jun-2020	30.00%	30.00%	GREEN		

Action Progress Comments:

Broken Hill City Council Consent Award engagement process has commenced with internal stakeholders regarding areas where Council aim to achieve award gains for efficiency and cost reductions. Internal discussions will continue in February 2020 to finalise Council's Log of Claims before July 2020, when Award negotiations will commence with the United Services Union.







STRATEGY 2.1.2 Develop the Airport as per the Airport Masterplan

ACTION 2.1.2.1 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Business Case						
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %
Chief Financial Officer	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN

Action Progress Comments:

Advocacy for Airport funding and upgrades is ongoing. Funding has been achieved for stage one, which includes upgrade to perimeter fencing, lighting and landing aids. Funding applications have been submitted for stage two, which includes strengthening of runway 05/23 and reconstruction of aprons and taxiways.

STRATEGY 2.1.3 Advocate for improved housing stock

CTION 2.1.3.1 Collaborate with local commercial housing industry representatives to identify current available housing and land stock								
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %		
Chief Financial Officer	In Progress	01-Jul-2019	30-Jun-2020	30.00%	50.00%	GREEN		

Action Progress Comments:

An affordable housing discussion paper and action plan has been developed by the Key Direction Working Group 'Our Economy'. Discussion with key industry and ascertainment of current demand and availability is being identified.

ACTION 2.1.3.2 Liaise with industry and research the future need for housing and type of housing required							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Chief Financial Officer	In Progress	01-Jul-2019	30-Jun-2020	30.00%	50.00%	AMBER	

Action Progress Comments:

An affordable housing discussion paper and action plan has been developed by the Key Direction Working Group 'Our Economy'. Discussion with key industry and ascertainment of current demand and availability is being identified.







ACTION 2.1.3.3 Collaborate with State Government to	2.1.3.3 Collaborate with State Government to release land, including Crown land if required for housing development								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	10.00%	30.00%	RED			

A preliminary investigation identified that most of the available Crown Land is subject to land claims. Further investigations in 2020 are required in order to progress this matter.

ACTION 2.1.3.4 Ensure that appropriate community facilities are available to	to meet future growth needs
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Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN

Action Progress Comments: Consultation with various users within council owned community facility usage was completed in December 2019. Asset Rationalisation Report is being prepared with this information and will be presented to Council in 2020.

2.1.4 Advocate Broken Hill and Far West as a centre for renewable energy STRATEGY

ACTION 2.1.4.1 Seek to understand capacity to expand electricity grid									
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
General Manager	In Progress	01-Jul-2019	30-Jun-2020	10.00%	00.00%	GREEN			

Action Progress Comments:

Constructive Energy P/L have been engaged to visit Broken Hill (19 February 2020) and provide feedback on the opportunities and constraints associated with the current electricity grid, generating our own power supplies and the formulation of business cases to support such; in line with Council's adopted Sustainability Strategy. This process will also involve meetings and discussions with members of the Our Environment Key Direction Working Group who will be the lead group within Council to drive outcomes.







STRATEGY 2.1.5 Increase digital communication network through projects outlined in Smart Communities Framework

ACTION 2.1.5.1 Increase city coverage of City Smart Devices (smart bins, lighting, WIFI and parking)								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Chief Financial Officer	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN		

Action Progress Comments:

A total of 14 Smart Bins have been installed within the CBD, with an additional 15 being installed prior to 30 June 2020. Smart Paid Parking is currently being installed at the Airport and is expected to be completed during the first quarter of 2020. Smart Lighting has been installed at Sturt Park, Patton Park and the Council Administrative Building. Council is currently working with the Southern Lights Group to install updated LED smart street lighting.

ACTION 2.1.5.2 Provide open data to community via IoT (Internet of Things) platform								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Information Services	Completed	01-Jul-2019	30-Jun-2020	100.00%	0.00%	GREEN		

Action Progress Comments:

Internet of Thinas Platform Dashboard built with configuration and implementation completed. Access to the Broken Hill Smart City Dashboard is available from Council's website using the following link https://www.brokenhill.nsw.gov.au/Community/About-the-city/Smart-Broken-Hill/Dashboards.

STRATEGY 2.1.6 Expand available industrial land

ACTION 2.1.6.1 Advocate for early determination for land that has a Local Aboriginal Claim which is zoned as industrial land								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED		

Action Progress Comments:

Council sought legal advice on this matter and awaits further instructions.

ACTION 2.1.6.2 Collaborate with State Government to release land, including Crown land if required for industrial land development							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED	







Action Progress Comments:

A preliminary investigation identified that most of the available Crown Land is subject to land claims. Further investigations are required in order to progress this matter.

2.1.7 Advocate for incentives and initiatives that support business and industry to expand STRATEGY

ACTION 2.1.7.1 Develop Business and Industry Support strategy								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	In Progress	01-Jul-2019	30-Jun-2020	30.00%	30.00%	GREEN		

Action Progress Comments:

In research and fact gathering phase. Opportunities identified to support business through policy development. Meetings in December with Business Enterprise Centre representatives to discuss opportunities to support business workshops in 2020. During the period a number of meetings were held with Government including Department Premier and Cabinet and NSW Investment representative to discuss opportunities that align with State priorities including aerospace. Meetings were held with Joint Organisation CEO to discuss regional opportunities and investment prospectus for Broken Hill, including new opportunities such as aerospace. Council is also a founding member of the Broken Hill Alliance that includes Department Premier and Cabinet, Foundation Broken Hill and 25in25, that seeks to identify and address opportunities for economic growth and sustainability.







STRATEGY Work closely with the newly established Far West Joint Organisation for successful regional outcomes

ACTION 2.1.8.1 Support the initiatives that are endorsed by the Far West - South Joint Organisation								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
General Manager	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN		

Action Progress Comments:

Council is a key supporter and driver of the Far West Joint Organisation initiative and Council's General Manager has taken a lead role in supporting the new CEO and member councils. Distance presents some logistical difficulties but face two face meetings and the use of technology to hold shorter meetings continues to be a key component for ongoing success.

STRATEGY 2.1.9 Promote a strategic approach to improve transport services

ACTION 2.1.9.1 Advocate for improved air and rail se	ION 2.1.9.1 Advocate for improved air and rail services through active lobbying and participation in government inquiries								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
General Manager	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN			

Action Progress Comments:

A key component of Council's adopted Advocacy Strategy is to advocate for improved air and rail services for the City. The ongoing push to redevelop the Broken Hill Regional Airport, recent introduction of bus service by Transport NSW to Adelaide and Mildura, regular meetings with Rex Airlines and regular discussions with Ministers about a second train service for Broken Hill, ensure that each of these key priorities identified in the Advocacy Strategy, remain front and centre in government thinking.

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

STRATEGY Heritage Festival continues to grow and become nationally recognised

ACTION 2.2.1.1 Facilitate an annual Heritage	e Festival					
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Events Coordinator	In Progress	01-Jul-2019	30-Jun-2020	60.00%	50.00%	GREEN
Action Progress Comments:						





The 2020 Heritage Festival is in planning for delivery 9 - 12 April 2020.



STRATEGY 2.2.2 Develop the Visitor Experience in an efficient and effective manner

ACTION 2.2.2.1 Develop Business Plan for Visitor Information Centre									
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %			
Visitor Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED			

Action Progress Comments:

Council's Visitor Services Coordinator is currently developing a three-year business plan of the Broken Hill Visitor Information Centre (VIC) with support from Council's City Growth Coordinator. The business plan will set a clear vision for the future of the service and goals to be achieved over the next three years. It's pertinent due to the complex and fast changing nature of tourism and tourism services in Australia and will clarify the VIC's position in Broken Hill's tourism and economic landscape. The plan will take into consideration the newest developments in visitor servicing in Australia. The template for the business plan is supplied by the Accredited Visitor Information Centre Network.

ACTION 2.2.2.2 Develop cooperative Marketing Campaign for Broken Hill with Destination NSW								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
City Growth Coordinator	In Progress	01-Jul-2019	30-Jun-2020	90.00%	50.00%	GREEN		

Action Progress Comments:

Cooperative Marketing Campaign between Broken Hill City Council (BHCC), Central Darling Shire and Destination NSW (DNSW) developed. The launch date for the campaign is set for January 2020. The overall campaign budget is \$410,000 of which BHCC contributed \$120,000 from the 2018/19 budget. The following milestones have been achieved: - Fortnightly meetings with Council working group, DNSW, Destination Country and Outback; - Australian Tourism Warehouse Database audit conducted to understand current gaps in local tourism product online and amend. Visitor Information Centre team have assisted industry to bring listings up-to-date; - Strategic approach signed off by all stakeholders; - DNSW has been in region to update photography and filming for campaign; - Digital Marketing workshop held on 8 August 2019 with over 40 local and regional stakeholders; - Tourism industry workshop and update held with DNSW 3 December 2019.

STRATEGY 2.2.3 Develop the Civic Centre Business to be a self-sufficient profit making enterprise

ACTION 2.2.3.1 Develop Marketing Plan for Civic Centre								
Responsible Perso	on	Status	Start Date	End Date	Complete %	Target	On Target %	
Events Coordinate	or	In Progress	01-Jul-2019	30-Jun-2020	1.00%	50.00%	RED	

Action Progress Comments:

Marketing Plan for Civic Centre under development, with further consultation to be carried out in 2020.







ACTION 2.2.3.2 Develop Business Plan for Civic Ce	ntre					
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Events Coordinator	In Progress	01-Jul-2019	30-Jun-2020	1.00%	50.00%	RED
Action Progress Comments: Business Plan for Civic Centre under development, with fu	urther consultatio	on to be carried	d out in 2020.			

OBJECTIVE 2.3 A supported and skilled workforce provides strength and opportunity

STRATEGY 2.3.1 Accessing education and training providers and facilities locally

ACTION 2.3.1.1 Continue funding for school based and apprentice/ trainees through government funding								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Human Resources Coordinator	In Progress	01-Jul-2019	30-Jun-2020	30.00%	40.00%	AMBER		

Action Progress Comments:

Elsa Dixon Aboriginal Employment Grants is a funding program for Aboriginal and Torres Strait Islander Year 11 high school-based students, to commence a School Based Traineeship related to one of their Higher School Certificate subjects. Council's Elsa Dixon Aboriginal Employment Grants funding applications will be submitted in April 2020 to commence recruitment in July 2020.

ACTION 2.3.1.2 Develop a program to provide a career path at Council and local employment for Aboriginal and Torres Strait Islander community members							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Human Resources Coordinator	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN	

Action Progress Comments:

Council is investigating career and succession planning through Elsa Dixon Aboriginal Employment Grants opportunities. Elsa Dixon is a funding program for Aboriginal and Torres Strait Islander Year 11 high school-based students to commence a School Based Traineeship related to one of their Higher School Certificate subjects.







STRATEGY 2.3.2 The Library supports formal and informal learning

ACTION 2.3.2.1 Review and develop digital literacy programs							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Library Coordinator	In Progress	01-Jul-2019	30-Jun-2020	40.00%	50.00%	AMBER	

Action Progress Comments:

Renew Libraries funding provided opportunity to purchase and install new software for the Library. Databases and websites are being promoted regularly to the community. The Busythinas and Busycodes software was purchased in September 2019 and is accessible to the community within the Library and externally via the Library website. Digital literacy programs are held regularly in the Library with Be Connected one on one sessions and Computer Club held each Thursday for Seniors and Adults. A Children's coding club was trialled in May 2019 and further sessions planned for 2020. School holiday programs have included a Tech Tuesday session with Spheros and Beebots. eSmart Library certification aimed to be implemented by end of 2020.

STRATEGY 2.3.3 Foster partnerships with tertiary institutions to bring scarce skills to the City

ACTION 2.3.3.1 Establish conservation and curatorial internship program							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Gallery and Museum Manager	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN	

Action Progress Comments:

Successful placement of conservation intern from the University of Melbourne (in mid-2019). This placement however, relied on external funding that the University received. After discussions with the academics from the University of Melbourne they currently do not have the funding for this and are investigating additional funding.

ACTION 2.3.3.2 Explore grant opportunities for Aboriginal and Torres Strait Islander youth programs at the Gallery							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Gallery and Museum Program Officer	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN	

Action Progress Comments:

External funding for FRESHbark and other Aboriginal and Torres Strait Islander Education programs is being investigated. Applications to the Murray Darling Basin Authority Community Grants have been made in partnership with Menindee Central School; The Broken Hill Regional Art Gallery have supported this project to ensure Far West Schools can continue to access and use the workshop space. Australia Council for the Arts again offer their program funding for organisations; applications can be to one of the three grant rounds throughout the 2020 year.







Performance Indicators Progress Report ending 31.12.2019 **Operational Plan** 2019-2021 Delivery Program 2019-2020 outcomes - Key inclusive of

CreateNSW funding is another option for Indigenous Program funding; the Gallery is meeting to consider whether an individual grant is appropriate or whether it be integrated within our on-going CreateNSW funding: the outcome of these decisions will be by mid-2020. Creative Koori funding parameters have changed slightly with a re-structure of CreateNSW funding, however, if individuals of Aboriginal background approach the gallery, we are able to support their own application to co-deliver programs at the Broken Hill Regional Art Gallery. Our partnership with Art Gallery of New South Wales will continue this year; a program supported through a private benefactor.

2.3.3.3 Explore opportunities to partner with institutions for archives and library services

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Library Coordinator	In Progress	01-Jul-2019	30-Jun-2020	10.00%	00.00%	GREEN

Action Progress Comments:

Investigations into opportunity to partner with institutions for archives and library services are ongoing. Library Coordinator will maintain relevant contacts through professional meetings and networks. Library - Council's Community Engagement Library Technician attended Blackwood Library, Woollarah Library in Sydney and Coventry Library in Adelaide in early 2019, for professional development and to investigate aspects of their library services. Council's Technical Services Library Technician will spend time in a city library in 2020 for professional development and to investigate services such as, digital literacy programs.

Archives - Council's Library Coordinator Met with Kate Gahan, Museum Adviser as to possible opportunities in May 2020. Contacts have been made with University of Sydney, State Library NSW, Archive and Records NSW and Museum and Galleries NSW. Correspondence regarding internship opportunities will be followed up by in early 2020.







BROKEN HILL CITY COUNCIL

KEY DIRECTION 3 – OUR ENVIRONMENT

Our environmental footprint is minimised OJBECTIVE 3.1

STRATEGY 3.1.1 Review Waste Management Strategy and implement actions to reduce environmental footprint

ACTION 3.1.1.1 Finalise construction of the Waste Transfer Station							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
General Manager	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN	

Action Progress Comments:

The final occupation certificate was issued for the Waste Transfer Station in December 2019, so the project is considered complete. This project is a legacy project that from inception was poorly planned and poorly managed. The difficulties encountered in its planning and management; and ultimately its delivery, has presented apportunities to learn and inform improved tender process, procurement process, contract management and project delivery. The learnings have been applied to projects Council currently has underway and is allowing the organisation the opportunity to continually improve in how it delivers outcomes for the community.

ACTION 3.1.1.2 Investigate purchase of compactor						
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Projects Officer	In Progress	01-Jul-2019	30-Jun-2020	30.00%	25.00%	GREEN

Action Progress Comments:

A tender document has been drafted and is expected to be released and advertised during January 2020 for the purchase of a new an Articulated Landfill Compactor.







ACTION 3.1.1.3 Provide community education to support the introduction and ongoing management of the Waste Transfer Station								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Waste and Sustainability Manager	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN		

Planning and development of community education for the Waste Transfer Station (WTS) was conducted during the report period; with media release to public and radio/television interviews, regarding the WTS and recycling facilities, to be carried out in February 2020. Signage to inform public of what and where to place a variety of materials has been installed around the recycling loop and into the WTS. A brochure regarding fees, opening times, recycling options and a map to assist with locations to deposit recyclable and non-recyclable materials will be available for the public at the Waste Management Facility in February 2020.

ACTION 3.1.1.4 Investigate potential for conversion of shredded tyres to road base								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Waste and Sustainability Manager	In Progress	01-Jul-2019	30-Jun-2020	25.00%	40.00%	RED		

Action Progress Comments:

Research and information gathering for tyre shredders carried out during report period, with further information to be available in 2020.

STRATEGY 3.1.2 Implement outcomes outlined in Sustainability Strategy

ACTION 3.1.2.1 Contract energy audits on the Administration Building, Art Gallery and Civic Centre, including recommendations on reducing gas consumption							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Interim Group Manager Strategic Assets and Infrastr	ucture Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN	

Action Progress Comments:

Recommendations on reducing gas and electricity will be actioned as part of life cycle replacement of air-conditioning systems and controls upgrades. The 2019/20 budget for air-conditioning controls upgrade for Council's Administration Building, Art Gallery and Civic Centre was adopted by the Council. These upgrade works will be completed in August 2020. After which, air-conditioning system upgrades will be taken up in the next 3-year period.







ACTION 3.1.2.2 Investigate, plan and install lighting controls such as timers, sensors and master switches for the Administration Building, Art Gallery and Civic Centre							
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Interim Group Manager Strategic Assets and Infrastructure	Not Started	01-Jul-2019	30-Jun-2020	0.00%	50.00%	RED	

This Action has been postponed and carried over to 2020/2021.

ACTION 3.1.2.3 Develop guideline for including energy efficiency in the planning for all new Council buildings or Council building upgrades

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Interim Group Manager Strategic Assets and Infrastructure	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

Action Progress Comments:

Council's Asset Management Strategy and Policy stipulate that all new Council buildings or Council building upgrades require energy consumption and efficiency as part of planning. Therefore, planning for new Council buildings and/or Council building upgrades will be in line with the Strategy and Policy.

ACTION	ACTION 3.1.2.4 Develop maintenance program to ensure that water infrastructure is maintained to optimum efficiency							
Responsible I	Person	Status	Start Date	End Date	Complete %	Target	On Target %	
Interim Group	Manager Strategic Assets and Infrastructure	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN	

Action Progress Comments:

Azility software has been implemented and Council's Asset Officers have been trained in the software to review monthly consumption data and liaise with Council's Plumber on monthly basis, to review the maintenance plan to ensure the consumption is accurate and fix on-going







ACTION 3.1.2.5 Investigate the option to implement hybrid cars into Council light fleet as part of fleet replacement								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Projects Officer	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN		
Action Progress Comments:	,							

OBJECTIVE 3.2 Natural flora and fauna environments are enhanced and protected

STRATEGY Develop the Crown Land Management Plan and review the Living Desert Management Plan as required.

Council procured a Toyota Hybrid Camry during November 2019. The vehicle has been included in Council's Fleet Pool.

ACTION 3.2.1.1 Develop a maintenance plan consistent with managing the Living Desert Flora and Fauna Sanctuary (LDFFS) as an attraction and facility which encourage visitors to the Living Desert Reserve								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED		

Action Progress Comments:

This Action has been revoked pending the development of Plans of Management for Crown Reserves managed by Council. The new Crown Land Management Act 2016 commenced 1 July 2017. One of the requirements of this new Act is for Council to prepare Plans of Management for all Council managed Crown Reserves, including the Living Desert Flora and Fauna Sanctuary. Once confirmation of categorisation is received from Crown Lands, Council will begin to prepare new Plans of Management and review and update the Living Desert Management Plan as part of this process.

ACTION 3.2.1.2 Confirm licensing requirements for the management of the Living Desert Flora and Fauna Sanctuary under the Biodiversity **Conservation Act 2017**

Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun-2020	10.00%	50.00%	RED

Action Progress Comments:

This Action has been revoked pending the development of Plans of Management for Crown Reserves managed by Council. The new Crown Land Management Act 2016 commenced 1 July 2017. One of the requirements of this new Act is for Council to prepare Plans of Management for all Council managed Crown Reserves, including the Living Desert Flora and Fauna Sanctuary. Once confirmation of categorisation is







received from Crown Lands, Council will begin to prepare new Plans of Management and review and update the Living Desert Management Plan as part of this process.

STRATEGY 3.2.2 Review and implement outcomes identified in the Noxious Weeds Program

ACTION 3.2.2.1 Implement the Western Land Services Weeds Management program								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Interim Group Manager Strategic Assets and Infrastructure	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN		

Action Progress Comments:

Weeds inspection undertaken and program to eradicate weeds has been developed in discussion with Western Local Land Care NSW and local Broken Hill farmers. Council undertook weed eradication in the Willyama Common by introducing biological agents to fight the infestation with success. Funding application has been submitted to Weeds and Pest Grant 20/21 for remaining mechanical eradication works.

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

STRATEGY 3.3.1 Investigate and cost spin of strategies from the Cultural Framework for greening the City

ACTION 3.3.1.1 Trial installation of mature trees in priority areas of the City								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Assets Planner - Parks and Open Spaces	In Progress	01-Jul-2019	30-Jun-2020	75.00%	50.00%	GREEN		

Action Progress Comments:

First trial of planting advanced trees in Broken Hill City Council (BHCC) Open Space. Commenced in the winter months 2019 with four Fraxinus Claret Ash species being trialled on the Beryl Street side of the Administration Building. Progression of the trial has been a success and the selected species have taken to the site. This planting will continue to be monitored to ensure its sustainability.







2019-2021 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31 DECEMBER 2019, INCLUSIVE OF OPERATIONAL PLAN 2019/2020 OUTCOMES

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BROKEN HILL CITY COUNCIL

KEY DIRECTION 4 – OUR LEADERSHIP

OBJECTIVE 4.1 Openness and transparency in decision making

STRATEGY Support the organisation to operate its legal framework

ACTION 4.1.1.1 Development of Governance Framework, adopting best practice principles for governance arrangements and culture								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Corporate Services Coordinator	In Progress	01-Jul-2019	30-Jun-2020	10.00%	10.00%	GREEN		

Action Progress Comments:

Corporate Services undertook a lead role in the coordinating and production of information required by Council's auditor in the Governance Lighthouse Review, October 2019. The review has established a sound platform and a gap analysis tool to assist in the development of a Governance Framework. The structure of the Framework has been developed; the document is now under development for completion by 30 June 2020.

ACTION 4.1.1.2 Work with NSW Electoral Commission to carry out Local Government Elections								
sponsible Person Status Start Date End Date Complete % Target On Targe						On Target %		
Director Corporate	In Progress	01-Jul-2019	30-Jun-2020	50.00%	50.00%	GREEN		

Action Progress Comments:

Council resolved to accept NSW Electoral Commission to conduct 2020 Council Election. Electoral Commission contract signed by General Manager and forwarded to Electoral Commission in December 2019.







STRATEGY Develop, implement and embed a structured and holistic approach to the management of risk at all levels of the organisation and all business activities of Council

ACTION 4.1.2.1 Complete implementation of first stage of Enterprise Risk Management Continuous Improvement Program								
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %		
Corporate Risk Officer	In Progress	01-Jul-2019	30-Jun-2020	80.00%	50.00%	GREEN		

Action Progress Comments:

Draft Enterprise Risk Management Policy, Framework and Improvement Strategy completed in conjunction with Executive Leadership Team. Reported to Council's Audit, Risk and Improvement Committee on 18 November 2019. Updated Enterprise Risk Management Policy presented to Council at the December 2019 Ordinary Council meeting on 11 December 2019.

ACTION 4.1.2.2 Initiate stage 2 of the Enterprise Risk Management Plan							
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %	
Corporate Risk Officer	In Progress	01-Jul-2019	30-Jun-2020	32.00%	30.00%	GREEN	

Action Progress Comments:

Review and update of Council's Safe Work Instruction Procedures Library, which has in excess of 150 documents, in progress. Full release of final approved documents to Council workforce scheduled for 28 February 2020. Set up and installation of online automated incident reporting system using Vault IQ software, with a total 80% completed and system is operating live to all Council employees for incident/accident and hazard reporting. Formal training in system use scheduled to be completed with all Council employees by 28 February 2020.

STRATEGY 4.1.3 Ensure a robust Safety Management System (SMS) is in place which supports our workforce to operate in a safe and sustainable way

ACTION 4.1.3.1 Implement online, safety and risk reporting system available to every employee of Council								
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %		
Corporate Risk Officer	In Progress	01-Jul-2019	30-Jun-2020	33.00%	30.00%	GREEN		

Action Progress Comments:

Vault IQ Incident Reporting and Risk management software operational and available in test mode by personal computer and mobile telephone device application to all Council employees. Testing of Vault IQ system completed with selected work teams. Full system roll-out and training in use for all Council employees scheduled to be completed in February 2020.







2019-2021 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31 DECEMBER 2019, INCLUSIVE OF OPERATIONAL PLAN 2019/2020 OUTCOMES

ACTION 4.1.3.2 Undertake gap analysis of Safety Management System in high risk compliance areas eg fall arrest system, lifting oquipment compliance accreditation and analysis

equipment, compliance accreantation gap unarysis								
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %		
Corporate Risk Officer	In Progress	01-Jul-2019	30-Jun-2020	25.00%	25.00%	GREEN		

Action Progress Comments:

Review of high-risk compliance areas completed and findings reported to Executive Leadership Team for action in the following areas of Fall arrest systems on Council buildings: - Working at heights by Council employees; - Lifting Equipment on mobile plant. Full review of mandatory training/accreditation required by Council employees scheduled to be completed by 30 March 2020.

ACTION 4.1.3.3 Control effectiveness is reported

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Corporate Risk Officer	In Progress	01-Jul-2019	30-Jun-2020	18.00%	25.00%	AMBER

Action Progress Comments:

Auditing by Risk Management Team commenced at selected Council sites. Findings reported to Executive Leadership Team member with management responsible for each site, including operational compliance against WHS Act 2011 and appropriate Australian Standards. Full monthly Auditing and Assurance Program due to commence by 30 March 2020, once endorsed by General Manager and adopted by Council.

ACTION 4.1.3.4 Review Council's Injury Management plan to support "recover at work" principles and manage high risk work

Responsible Person		Start Date	End Date	Complete %	Target	On Target %
Human Resources Coordinator	Completed	01-Jul-2019	30-Jun-2020	100.00%	50.00%	GREEN

Action Progress Comments:

The Injury Management Plan and Policy was reviewed and Council has achieved legislative compliance in Injury Management, with a revised and adopted policy and plan/program that was accepted and signed off by the State Insurance Regulatory Authority (SIRA). All high risk works undertaken by Council have current Safe Work Method Statements (SWMS) for industry best practice. Council employees use Job Safety Analysis (JSA) worksheets to risk assess all works before commencement and score the work with a risk rating before commencing work.







OBJECTIVE 4.2 Our leaders make smart decisions

STRATEGY 4.2.1 Provide learning and networking opportunities for elected members

ACTION 4.2.1.1 Councillors have accessed and implemented individual learning plans										
Responsible Person	Status	Start Date	End Date	Complete $\%$	Target	On Target %				
Executive Support Officer	In Progress	01-Jul-2019	30-Jun- 2020	50.00%	50.00%	GREEN				

Action Progress Comments:

Councillors have been set up and given access to Local Government NSW Professional Development In A Box, so they can keep track of their training and access any new opportunities. Contact has also been made with Local Government NSW to provide quotes for facilitators to come to Broken Hill to provide further Councillor Training.

OBJECTIVE 4.3 We unite to succeed in Australia's first heritage listed city

STRATEGY 4.3.1 Develop a strategy to protect Broken Hill Heritage Assets

ACTION 4.3.1.1 Develop the National Heritage Values Planning Framework										
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %				
Manager Operations, Planning, Development and Compliance	In Progress	01-Jul-2019	30-Jun- 2020	25.00%	25.00%	GREEN				

Action Progress Comments:

Heritage Advisor was appointed at the September 2019 Council meeting, minute number 46096. Heritage Advisor commenced with the development of a project plan with the following key dates identified: - Development of Framework and Themes 31 January 2020; - Consultation with relevant Council staff, State Government and Federal Government 30 March 2020; - Prepare initial draft report and submit progress report to Grant authority 30 May 2020; - Finalise material for final review August 2020; - Final report 30 September 2020.







2019-2021 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 31 DECEMBER 2019, INCLUSIVE OF OPERATIONAL PLAN 2019/2020 OUTCOMES

OBJECTIVE Our community is engaged and informed 4.4

STRATEGY 4.4.1 Facilitate engagement activities to determine the community's long term vision

ACTION 4.4.1.1 Undertake stakeholder and commun for the Council elections in 2020	ty engagemer	nt to review and	update the Coi	nmunity Strate	gic Plan in p	reparation
Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target
Manager Communications	In Progress	01-Jul-2019	30-Jun-2020	20.00%	20.00%	GREEN

Action Progress Comments:

Blackadder Associates were engaged to deliver a high-level Assumptions Paper, conduct an Intensive Community Engagement programme and deliver a draft 'Our Broken Hill 2040 Community Strategic Plan'. Stakeholder groups identified and timelines for communications and community engagement workshops and pop-up kiosks under development for early 2020.







ORDINARY MEETING OF THE COUNCIL

March 5, 2020

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 35/20

SUBJECT: CORRESPONDENCE REPORT - SAVE OUR RECYCLING

<u>CAMPAIGN</u> <u>11/199</u>

Recommendation

- 1. That Broken Hill City Council Report No. 35/20 dated March 5, 2020, be received.
- 2. That reply correspondence dated 25 February 2020 from the Premier of NSW, The Hon Gladys Berejiklian MP, be received.
- 3. That reply correspondence dated 24 February 2020 from the Shadow Minister for Environment and Heritage, Kate Washington MP, be received.

Report:

At the October 2019 Ordinary Council Meeting, Council considered a Mayoral Minute regarding the NSW Local Government sector's Save Our Recycling Campaign and part of Council's resolution included writing 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.

Council has now received reply correspondence from the Premier of NSW and the Shadow Minister for Environment and Heritage (see attached).

Attachments

- 1. J Reply correspondence from the Premier of NSW
- 2. Use Reply correspondence from the Shadow Minister for Environment and Heritage

JAMES RONCON GENERAL MANAGER



- 2 FEB 2020

Ref: A3474869 2 5 FEB 2020

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

Dear Mayor,

Thank you for your letter on waste recycling, and for updating me on Council's resolutions.

I appreciate the central role Councils play in collecting and managing household waste, and also the collaboration that is currently occurring between Councils in developing waste strategies.

As the Minister for Energy and Environment, The Hon Matt Kean MP has primary responsibility for the matters you raise, I have forwarded your correspondence to him for his consideration.

Thank you for taking the time to update me on Council's resolutions.

Yours faithfully,

Gladys Berejiklian MP

Premier

CC: The Hon Matt Kean MP, Minister for Energy and Environment The Hon Shelley Hancock MP, Minister for Local Government



17 February 2020

2 4 FEB 2020

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

Dear Darriea

Thank you for your letter of 11 February regarding the Council's support for the Save Our Recycling campaign.

Councils across NSW face an unprecedented challenge to adapt to the changing domestic and international recycling markets.

I have spoken about this matter with Local Government NSW President, Cr Linda Scott, and had the opportunity to tour a number of domestic recycling facilities which would benefit from greater support from the NSW Government to ensure their operations remain viable.

I note the steps a number of Councils have taken to reduce waste within their LGA. This is commendable, however the scale of the challenge requires a state wide solution.

Unfortunately the Berejiklian Government has been slow to respond to this crisis. In some areas, such as household recycling, government inaction has caused rates to decline from 52% under Labor in 2011 to 42% in 2017-18.

At the same time, a 2014 discussion paper on the circular economy is yet to produce tangible results and a much discussed 20 year waste strategy is yet to be progressed.

The current Government has even refused to take simple steps such as banning single use plastic bags, leaving NSW as the only state without such a ban.

Communities, Councils, and industry alike are all frustrated with the government's lack of leadership, vision and investment in addressing the looming waste crisis.

I will continue to highlight the looming crisis in an effort to pressure the government into doing more.

Office: 82 Port Stephens Street, Raymond Terrace NSW 2324 Mail: PO Box 82, Raymond Terrace NSW 2324 Phone: 02 4987 4455 Fax: 02 4987 4466 Email: portstephens@parliament.nsw.gov.au

I will also continue to work with my parliamentary colleagues on the improvements to the waste and recycling industry in NSW which a future Labor Government could implement.

Thank you again for raising this important issue with me.

If I can be of any further assistance, please don't hesitate to contact my office by emailing portstephens@parliament.nsw.gov.au or calling 4987 4455.

Yours sincerely

Kate Washington MP

Shadow Minister for Environment and Heritage

Shadow Minister for Rural Health

Member for Port Stephens

ORDINARY MEETING OF THE COUNCIL

March 9, 2020

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 36/20

<u>SUBJECT:</u> <u>MINUTES OF THE AUDIT, RISK AND IMPROVEMENT</u>

COMMITTEE MEETING HELD 18 OCTOBER 2019

13/19

Recommendation

- 1. That Broken Hill City Council Report No. 36/20 dated March 9, 2020, be received.
- 2. That minutes of the Audit, Risk and Improvement Committee meeting held 20 February 2020 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 Thursday, 20 February 2020 and the minutes of this meeting are provided as an attachment to this report.

Report:

The Audit, Risk and Improvement Committee met on 20 February 2020 to consider the following items of business:

- 1. General Manager's Briefing
- 2. NSW Audit Office Briefing
- 3. Office of Local Government Briefing
- 4. Internal Audit Progress Report
- 5. Enterprise Risk Management Policy and Framework Review Project Report
- 6. Organisational Culture Survey Results Report
- 7. Project Management Framework Report
- 8. Action List Report
- 9. NSW Ombudsman Investigation into BHCC Final Report Confidential

Representatives from the Office of Local Government, Manager Investigations
Ms Lyn Brown and Manager Engagement Ms Karen Purser were present at the meeting.

Minutes of the meeting held 20 February 2020 are attached for Council's endorsement.

Meeting dates for Audit, Risk and Improvement Committee for the remainder of the year are:

- Friday, 29 May 2020
- Thursday, 20 August 2020
- October via teleconference TBA
- Thursday 19 November 2020

Community Engagement:

Nil

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. J Minutes - Audit, Risk and Improvement Committee meeting 20/02/2020

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER **AUDIT, RISK AND IMPROVEMENT COMMITTEE**

20 FEBRUARY 2020

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD THURSDAY, FEBRUARY 20, 2020 (10:00AM)

PRESENT: Mr Jim Mitchell (Chairperson), Mr Damian Pulgies, Mayor Darriea Turley,

Councillor Dave Gallagher, Councillor Jim Nolan, Ms Cathy Wu (NSW Audit

Office), Mr Andrew Marsden (O'Connor Marsden), Mr Delex Xavier (O'Connor Marsden) and Mr Brett Hangar (Nexia).

Office of Local Government Representatives: Manager Investigations

Ms Lyn Brown and Manager Engagement Ms Karen Purser.

General Manager, Chief Financial Officer, Director Corporate, Manager Finance, Manager Communication, Manager Information Services (part of

meeting) Corporate Risk Officer, and Governance Officer.

APOLOGIES: Ms Judy Malpas (O'Connor Marsden) and Mr David Nolan (NSW Audit

Office).

The Committee accepted the apologies from Ms Judy Malpas and Mr David Nolan.

CARRIED

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson gave the acknowledgement of Country.

WELCOME

The Chairperson welcomed representatives from the Office of Local Government, Manager Investigations Ms Lyn Brown and Manager Engagement Ms Karen Purser to the meeting.

MINUTES FOR CONFIRMATION

That the Minutes of the Audit, Risk and Improvement Committee meeting held Monday November 18, 2019 be confirmed.

CARRIED

GENERAL MANAGER'S BRIEFING

The General Manager gave an overview of Council's cultural transformational change management program which has been running for the last couple of years. A copy of the organisation survey undertaken in the second half of 2019 (included in the agenda) shows that the program is gaining good traction across the organisation. It is still a work in progress but one that Council is committed to. From this program, improvements have been made to upgrading the recruitment processes to also include assessing the "good fit" into the organisation of a potential new employee.

The development of project management capabilities within the organisation is also a focus, with governance processes being strengthened (contract management, procurement management) and improvements being reported to the Audit, Risk and Improvement Committee. The Committee with

AUDIT, RISK AND IMPROVEMENT COMMITTEE

20 FEBRUARY 2020

assistance from key infrastructure staff and the internal audit process are seeing great improvements in this area.

Other great improvements are also being achievement in relation to Enterprise Risk Management being largely attributed to Council's Corporate Risk Officer, Mr Scott Howe and Workplace Health & Safety Officer, Mr David Baker with the development of Enterprise Risk Management Framework documents which are currently with Council for adoption.

Council's Service Review Program continues to roll-out across the organisation to ensure services align with community expectations whilst striving for a balanced budget.

Budget preparations are underway, with management meeting with Councillors in March to develop the 2020/2021 Budget with a focus on Asset Management planning and getting plans in place to develop our assets.

NSW AUDIT OFFICE BRIEFING

NSW Audit Office advised that earlier in the week they had forwarded the draft Audit Annual Engagement Plan to Council and that this plan will be presented to the next Audit, Risk and Improvement Committee meeting.

Key matters contained in the plan include:

- Standard auditing requirements
- Asset revaluation and asset classes
- Interim audit requirements (Interim Audit visit scheduled for 25 May 2020)

OFFICE OF LOCAL GOVERNMENT BRIEFING

Office of Local Government Manager Investigations, Ms Lyn Brown and Manager Engagement Ms Karen Purser addressed the Committee. Ms Brown thanked Council for the opportunity to attend the Audit, Risk and Improvement Committee and advised that the main reason for their visit was in response to the Final Ombudsman's Report and the recommendations contained within the report.

Ms Brown noted that Council had made a resolution regarding the matter which included that the matter be referred to the Audit, Risk and Improvement Committee to oversee the implementation of the recommendations. Their attendance at the meeting is to observe the Audit Risk and Improvement Committee's acceptance of the report and how the Committee intends to implement the recommendations of Council.

Ms Purser advised the committee that this opportunity to visit Council also gives Council a contact within the Office of Local Government should any advice be required regarding the implementation of the recommendations.

The Chairperson thanked Ms Brown and Ms Purser for addressing the Committee and advised the Committee that as per the Ombudsman's Final Report recommendations, this report will be considered in closed session at this meeting.

<u>ITEM 1 – BROKEN HILL CITY COUNCIL REPORT NO. 1/20 – DATED FEBRUARY 03, 2020 – INTERNAL AUDIT PROGRESS REPORT</u> 18/142

The Manager Information Services arrived at this point in the meeting.

Cyber Security

Mr Andrew Marsden and Mr Delex Xavier of O'Connor Marsden spoke about the Cyber Security Internal Audit and advised that there are areas that are operating well (user access, policy and

Attachment 1 Minutes - Audit, Risk and Improvement Committee meeting 20/02/2020

AUDIT, RISK AND IMPROVEMENT COMMITTEE

20 FEBRUARY 2020

procedures). The major areas of concern is Council requiring a vulnerability analysis to identify its most valuable or operationally vital IT systems (e.g. personal data, payment details) and develop a Risk Assessment for these items. Also the need for a Risk Assessment for all of Council's cloud-based services is required. Council may wish to ascertain what level of security services are available through the third parties involved.

Council's Manager Information Services Mr Gerald VanDenHeuvel advised the Committee of the progress of Council's work in this area, advising that:

- Council is joined a NSW wide IT group and cyber security is on the agenda for this group as it
 is a major risk for all Councils. The benefits of being part of the group is to work through any
 IT issues facing Councils as a whole, which includes consulting with stakeholders, for a
 unified result.
- Reviewing the NSW Cyber Office weekly alerts.
- Establishment of Council's 5 year IT Roadmap to work through addressing the major IT issues identified.

Office of Local Government Representative, Ms Karen Purser advising that the Office of Local Government is revisiting the Integrated Planning and Reporting Handbook to consider the suggestion that Councils include a Resourcing Strategy in their 4 year IT Plan as this is currently an area that is overlooked. This could see cyber security issues built into the Operational Plan to feed back through the Audit, Risk and Improvement Committees.

Governance Lighthouse

Mr Andrew Marsden acknowledged that the Audit, Risk and Improvement Committee has worked through the recommendations of component no. 9 and that Council is in the process of putting together approvals in relation to the other components of the audit.

Swimming Pools

Mr Delex Xavier advised that this audit is complete and that the item is included for the Committee to note its completion.

Internal Audit Plan

Mr Andrew Marsden advised that the audit plan is on track and that the Asset Management Audit is now at the report drafting stage which is the last one for this quarter.

An Internal Audit Plan for the next three years will be presented to the next Committee Meeting with a draft plan for the next twelve months to include an Airport Revenue Review Audit and Project Management Audit.

Recommendation

- 1. That Broken Hill City Council Report No. 1/20 dated February 3, 2020, be received.
- That the Audit, Risk & Improvement Committee note the report on the Cyber Security Internal Audit
- That the Audit, Risk & Improvement Committee note the report on the Lighthouse Framework Internal Audit.
- That the Audit, Risk & Improvement Committee note the update provided on implementation of recommendations.
- That the Audit, Risk & Improvement Committee note the Internal Audit Status Report provided by OCM.

CARRIED

Attachment 1
Minutes - Audit, Risk and
Improvement Committee meeting
20/02/2020

AUDIT, RISK AND IMPROVEMENT COMMITTEE

20 FEBRUARY 2020

ITEM 2 – BROKEN HILL CITY COUNCIL REPORT NO. 2/20 – DATED FEBRUARY 11, 2020 – ENTERPRISE RISK MANAGEMENT POLICY AND FRAMEWORK REVIEW PROJECT REPORT.

13/19

Council's Corporate Risk Officer, Mr Scott Howe spoke to the report and gave an update on the progress of the draft Enterprise Risk Management Policy and Framework which is listed for adoption at the February Council Meeting.

The Risk Management KPI reporting will take place quarterly and annually through the Audit, Risk and Improvement Committee and mapping with the Internal Auditors will be completed within 6-12 months.

The Strategic Risk Register (which is being workshopped and will cover key risks to the organisation) will be finalised soon and work will progress over the next 6 months to establish the controls to cover key items in the Strategic Risk Register.

The Committee discussed including reputational risks and how these are controlled and monitored. Recommendation

That the Enterprise Risk Management Policy and Framework Review Report dated February 11, 2020, be received.

CARRIED

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 3/20 - DATED FEBRUARY 14, 2020 - ORGANISATIONAL CULTURE SURVEY - RESULTS 19/15

Council's Director Corporate, Ms Razija Nu'man spoke to the report advising that the Dattner Group organisation culture change process has been of value to staff. Staff developed new organisational values and staff will be re-engaged to review these values 12 months later. A values program which has been completed by the Executive Leadership Team and the Senior Management Group is now being rolled out to the Tier 3 Leaders and Influencers Group, and a female development program is running well with a similar male leaders development program to be created.

The results of the organisational culture survey (attached) indicate movement to a culture that staff have identified that they want to see Council modelling.

Mayor Turley commented on the structure of the program and its success thus far, and that a good work culture assists to attract and retain new staff to Council and Broken Hill.

The General Manager, Mr James Roncon advised that a question raised by staff out of the values workshops lead to the creation of a key strategy map which shows on one page, what we are all about and what we do, our ambitions and our strategic priorities. This has been received positively by staff.

Recommendation

That Broken Hill City Council Report No. 3/20 dated February 14, 2020, be received.

CARRIED

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 4/20 - DATED FEBRUARY 17, 2020 - PROJECT MANAGEMENT FRAMEWORK

20/74

Attachment 1 Minutes - Audit, Risk and Improvement Committee meeting 20/02/2020

AUDIT, RISK AND IMPROVEMENT COMMITTEE

20 FEBRUARY 2020

The Chief Financial Officer, Mr Jay Nankivell advised that Council is developing its expertise and resources in project management. Council had a culture of engaging contractors and not holding them to account – this is now changing. Project Management for all of Council's projects (infrastructure projects and corporate projects) is now in the final stage of establishing a set of template documents that can be used regardless of the type of project. These templates will also align with the Risk Management templates being established.

Office of Local Government Representative, Ms Lyn Brown advised that it was pleasing to see this item included on the Committee agenda and that the framework appears to be consistent with the Office of Local Government's documents and suggested that the categorisation of the risk indicators (high, moderate, low) etc. needs to be customised to fit the organisation.

Recommendation

- 1. That Broken Hill City Council Report No. 4/20 dated February 17, 2020, be received.
- That the Audit, Risk & Improvement Committee note and provide feedback on Council's newly developed Project Management Framework.

CARRIED

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 5/20 - DATED FEBRUARY 13, 2020 - ACTION LIST - AUDIT, RISK AND IMPROVEMENT COMMITTEE

13/19

Recommendation

1. That Broken Hill City Council Report No. 5/20 dated February 13, 2020, be received.

CARRIED

NEXT MEETING

The next meeting will be held Thursday 21 May 2020.

A teleconference will be held before the next meeting (date to be confirmed) to discuss documents from the NSW Audit Office and any other relevant internal audit documents.

The meeting moved into closed session at 11:05am to consider the confidential report. The following members left the meeting: Mr Andrew Marsden and Mr Delex Xavier (O'Connor Marsden); Cathy Wu (NSW Audit Office); Mr Brett Hanger (Nexia); Councillor Jim Nolan (previously left the meeting); General Manager, Director Corporate, Manager Finance, Manager Communication, Corporate Risk Officer, and Governance Officer.

CONFIDENTIAL REPORTS

Members remaining: Mr Jim Mitchell (Chairperson), Mr Damian Pulgies, Mayor Darriea Turley, Councillor Dave Gallagher, Office of Local Government Representatives Ms Lyn Brown and Ms Karen Purser and the Chief Financial Officer.

Attachment 1
Minutes - Audit, Risk and
Improvement Committee meeting
20/02/2020

AUDIT, RISK AND IMPROVEMENT COMMITTEE

20 FEBRUARY 2020

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 6/20 - DATED FEBRUARY 13, 2020 – NSW OMBUDSMAN INVESTIGATION INTO BHCC – FINAL REPORT - CONFIDENTIAL (General Manager's Note: This report considers Ombudsman Investigation 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).

Discussions took place regarding the NSW Ombudsman's Final Report and the Committee noted:

- That the final report has been tabled and the role of the Committee is to oversee the recommendations only.
- Management are to report back to the Audit, Risk and Improvement Committee on the progress of the implementation of the recommendations and the Committee will provide comments to Council.
- The Audit, Risk and Improvement Committee will review delegations after the September election.
- The Office of Local Government advised that progress on the recommendations to date was positive.

Recommendation

- 1. That Broken Hill City Council Report No. 6/20 dated February 13, 2020, be received.
- That the Audit, Risk and Improvement Committee notes Council's resolution (Minute No. 46167 of 13 January 2020) relating to the final recommendations of the NSW Ombudsman Investigation into Broken Hill City Council Final Report.
- That the Audit, Risk & Improvement Committee oversee Councils response to the NSW Ombudsman recommendations.

CARRIED

	Page 6
Chairperson	
The foregoing minutes were read and confirmed at the Audit Risk and Improvement Commit meeting held on 21 May 2020.	tee
Meeting closed at 11:25 am.	

ORDINARY MEETING OF THE COUNCIL

March 5, 2020

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 37/20

SUBJECT: INVESTMENT REPORT FOR FEBRUARY 2020 17/82

Recommendation

1. That Broken Hill City Council Report No. 37/20 dated March 5, 2020, 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 29 February 2020, Council's Investment Portfolio had a current market valuation of \$20,598,695 or principal value (face value) of \$20,564,695 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 29 February 2020 are detailed in Attachment 1.

Portfolio Summary								
Portfolio Performance vs. RBA Cash Rate	✓	Council's investment performance did exceed benchmark.						
Investment Policy Compliance								
Legislative Requirements	✓	Compliant with policy						
Portfolio Credit Rating Limit	X	Non-Compliant with policy						
Institutional Exposure Limits	✓	Compliant with policy						
Term to Maturity Limits	✓	Compliant with policy						

Market Review

Global issues

Fear and uncertainty gripped the global financial markets in February as the coronavirus, Covid-19, rapidly spread around the world. Though the mortality rate remains lower than previous coronavirus strains such as SARS and MERS, it is proving more transmissible. Economically, Chinese manufacturing and supply chains to their global customers were the first to suffer the virus fallout. As the virus has spread rapidly outside of China, international shares have plunged particularly companies with lean inventories and "just-in-time" supply chains. The IT, energy, retailers and materials sectors led the market sell off. Bond yields have fallen further (prices increased), as the flight to safety favoured government bonds, including Australia's, while commodities and currencies, excluding the US\$, also

experienced sharp falls. Some economists are pointing to the silver lining that February's fall in Chinese share markets was less than January as the rate of new virus cases there were slowing. Furthermore, rate cuts and fiscal stimulus packages are being considered in the US and countries across Asia and Europe.

Domestic issues

In Australia, the virus fears continued to rattle the share and currency markets. After gaining 2% over the first 3 weeks of February, the ASX 200 had fallen 10% from its mid-month peak by the end of the month. Meanwhile, the AUD/USD sunk to 65c, a level last reached during the Global Financial Crisis. Economic releases during the month were mixed with business investment down but business and consumer confidence slightly higher. Meanwhile, employment data showed a higher than expected gain in jobs, but overall unemployment increased to 5.3% from 5.1%. In the RBA's latest minutes, the Board noted that the outlook for the Australian economy was for growth to improve, supported by a turnaround in mining investment and, further out, dwelling investment and consumption. In the short term, the effects of the bushfires were temporarily weighing on domestic growth, but the recovery was likely to reverse the negative effects on GDP by the end of the year.

Interest rates

As at the end of February, the market was still pricing in a 0.50% official cash rate by June with rates expected to sink further into 2021. Some economists on the other hand were starting to predict the RBA would cut rates at its March meeting to head off the expected coronavirus-led downturn. Despite the growing concern of the coronavirus fallout, average term deposit rates ended February only slightly lower from January.

Investment Portfolio Commentary

Council's investment portfolio posted a return of -10.18%pa for the month of February versus the bank bill index benchmark return of 0.95%pa. For the past 12 months, the investment portfolio returned 3.84%pa, exceeding the bank bill index benchmark's 1.30%pa by 2.54%pa.

During February, Council's investment portfolio had \$2m in 3 & 6 month term deposits mature with a weighted average rate of approximately 1.70%pa. Council invested \$1.5m in a 3 & 6 month TDs with AMP Bank at an average rate of 1.85%pa.

The TCorpIM MT and LT Growth funds were down 1.8% and 3.5% respectively during February. Fears that the coronavirus would slow global economic growth saw all risk assets sold off during the month. Australian shares fell 8.1% with Energy (-17.4%) and IT (-16.3%) leading the falls while Healthcare was the best performing sector (-4.0%). Overseas markets were all weaker with the US S&P 500 (-8.2%), European S&P350 (8.6%), Japanese S&P 500 (-9.9%), and the Chinese S&P 300 (-1.3%) all falling.

TCorp Investments Outside of Policy

Council's TCorp managed funds almost returned to within policy limits, exceeding policy by 0.1% or \$33,297. Council will monitor the performance of its TCorp managed funds in March to determine if a sale of any TCorp managed funds is required to return to policy limits, however given recent market conditions, it will be unlikely that this will be required.

Council's Portfolio by Source of Funds – February 2020

As at 29 February 2020, Council's Investment Portfolio had a current market valuation of \$20,598,883 or principal value (face value) of \$20,564,695 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$14,577,695
Fund	Royalties Reserve	\$650,000
	Domestic Waste Management Reserve	\$3,425,000
	Grants	\$1,912,000
	TOTAL PORTFOLIO	\$20,564,695

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.

Community Engagement:

Nil

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. 5 February 2020 Investment Report

JAY NANKIVELL CHIEF FINANCIAL OFFICER

<u>JAMES RONCON</u> GENERAL MANAGER



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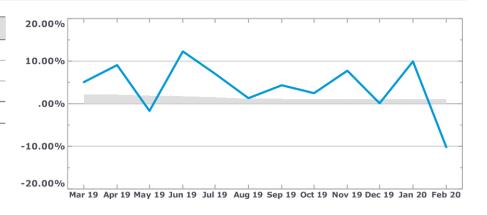
Investment Summary Report February 2020



Executive Summary

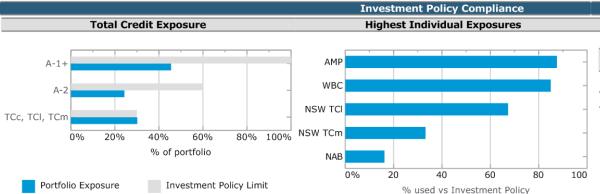


	Investment Hol	dings	
	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	7,861,989.73	7,861,989.73	1.61
Managed Funds	6,202,705.57	6,202,705.57	-31.20
Term Deposit	6,500,000.00	6,534,187.94	1.79
	20,564,695.30	20,598,883.24	-8.23



Portfolio Annualised Return

Investment Performance



 Maturity Profile
 Face Value (\$)
 Policy Max

 Between 0 and 1 Year
 20,564,695
 100%
 100%

 20,564,695
 20,564,695
 100%
 100%

Term to Maturities

Ausbond BB Index Annualised Return



Investment Holdings Report



Cash Accounts						
Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
1,505,563.00	0.3300%	Westpac Group	A-1+	1,505,563.00	473409	Cheque
6,356,426.73	1.9086%	Westpac Group	A-1+	6,356,426.73	535442	90d Notice
7,861,989.73	1.6063%			7,861,989.73		

Managed Funds							
Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
7.95	1.5968%	NSW T-Corp (Cash)	TCc	Cash Fund	7.95	535329	
4,154,445.63 -	36.5698%	NSW T-Corp (LT)	TCI	Long Term Growth Fund	4,154,445.63	536442	
2,048,251.99 -	20.3040%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	2,048,251.99	536441	
6,202,705.57	-31.1985				6,202,705.57		

Term Depo	sits									
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
4-Mar-20	500,000.00	1.6500%	AMP Bank	A-2	500,000.00	27-Nov-19	502,147.26	538829	2,147.26	At Maturity
11-Mar-20	500,000.00	1.7700%	National Australia Bank	A-1+	500,000.00	8-Aug-19	504,994.79	538376	4,994.79	At Maturity
18-Mar-20	500,000.00	1.9000%	AMP Bank	A-2	500,000.00	13-Sep-19	504,424.66	538527	4,424.66	At Maturity
8-Apr-20	500,000.00	1.7500%	National Australia Bank	A-1+	500,000.00	8-Aug-19	504,938.36	538377	4,938.36	At Maturity
22-Apr-20	500,000.00	1.7500%	AMP Bank	A-2	500,000.00	23-Oct-19	503,116.44	538624	3,116.44	At Maturity
6-May-20	500,000.00	1.7500%	AMP Bank	A-2	500,000.00	6-Nov-19	502,780.82	538655	2,780.82	At Maturity
20-May-20	500,000.00	1.6000%	National Australia Bank	A-1+	500,000.00	8-Jan-20	501,161.64	539014	1,161.64	At Maturity
27-May-20	500,000.00	1.8500%	AMP Bank	A-2	500,000.00	26-Feb-20	500,101.37	539488	101.37	At Maturity
10-Jun-20	500,000.00	1.9000%	AMP Bank	A-2	500,000.00	4-Dec-19	502,290.41	538878	2,290.41	At Maturity
15-Jul-20	500,000.00	1.6500%	Credit Union Australia	A-2	500,000.00	11-Dec-19	501,830.82	538901	1,830.82	At Maturity
5-Aug-20	500,000.00	2.0000%	AMP Bank	A-2	500,000.00	7-Aug-19	505,671.23	538375	5,671.23	At Maturity
12-Aug-20	500,000.00	1.8000%	AMP Bank	A-2	500,000.00	12-Feb-20	500,443.84	539452	443.84	At Maturity



Investment Holdings Report



Term Deposits										
Maturity Date	Face Value (\$)	Rate	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Reference Frequency
19-Aug-20	500,000.00	1.9000%	AMP Bank	A-2	500,000.00	19-Feb-20	500,286.30	539467	286.30	At Maturity
-	6,500,000.00	1.7900%			6,500,000.00		6,534,187.94		34,187.94	



Accrued Interest Report - February 2020



Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Cash									
Westpac Group	473409	Cheque	1,505,563.00			265.02	29	265.02	.33%
Westpac Group	535442	90d Notice	6,356,426.73			9,188.60	29	9,188.60	1.91%
Cash Total						9,453.62		9,453.62	1.68%
Managed Funds									
Cash Fund	535329		7.95	29-May-17			29	0.01	1.60%
Medium Term Growth Fund	536441		2,048,251.99	12-Feb-18			29	-37,268.41	-20.30%
Long Term Growth Fund	536442		4,154,445.63	09-Feb-18			29	-153,012.57	-36.57%
Managed Funds Total								-190,280.97	-31.61%
Term Deposits									
AMP Bank	538374		500,000.00	07-Aug-19	05-Feb-20	5,235.62	4	115.07	2.10%
National Australia Bank	538390		500,000.00	14-Aug-19	12-Feb-20	4,363.01	11	263.69	1.75%
AMP Bank	538669		500,000.00	13-Nov-19	19-Feb-20	2,215.07	18	406.85	1.65%
AMP Bank	538742		500,000.00	20-Nov-19	26-Feb-20	2,215.07	25	565.07	1.65%
AMP Bank	538829		500,000.00	27-Nov-19	04-Mar-20		29	655.48	1.65%
National Australia Bank	538376		500,000.00	08-Aug-19	11-Mar-20		29	703.15	1.77%
AMP Bank	538527		500,000.00	13-Sep-19	18-Mar-20		29	754.80	1.90%
National Australia Bank	538377		500,000.00	08-Aug-19	08-Apr-20		29	695.21	1.75%
AMP Bank	538624		500,000.00	23-Oct-19	22-Apr-20		29	695.21	1.75%
AMP Bank	538655		500,000.00	06-Nov-19	06-May-20		29	695.20	1.75%
National Australia Bank	539014		500,000.00	08-Jan-20	20-May-20		29	635.61	1.60%
AMP Bank	539488		500,000.00	26-Feb-20	27-May-20		4	101.37	1.85%
AMP Bank	538878		500,000.00	04-Dec-19	10-Jun-20		29	754.79	1.90%



Accrued Interest Report - February 2020

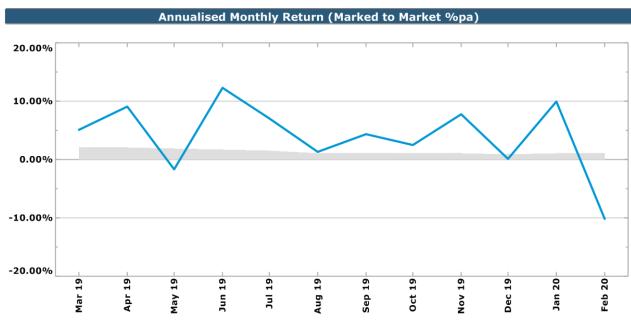


Accrued Interest Report								
Investment	Deal No.	Ref Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Credit Union Australia	538901	500,000.00	11-Dec-19	15-Jul-20		29	655.48	1.65%
AMP Bank	538375	500,000.00	07-Aug-19	05-Aug-20		29	794.52	2.00%
AMP Bank	539452	500,000.00	12-Feb-20	12-Aug-20		18	443.84	1.80%
AMP Bank	539467	500,000.00	19-Feb-20	19-Aug-20		11	286.30	1.90%
Term Deposits Total					14,028.77		9,221.64	1.77%
					23,482.39		-171,605.71	-10.18%



INVESTMENT REPORT FOR FEBRUARY 2020





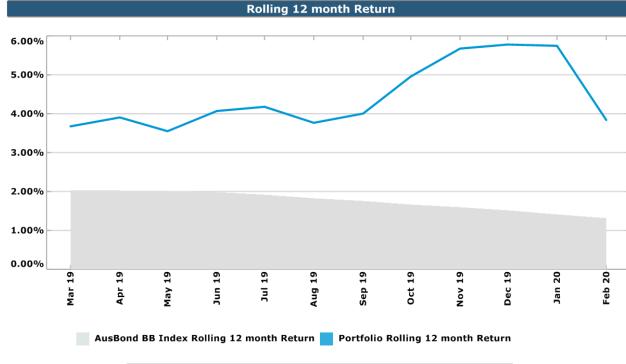
Historical Performance Summary									
	Portfolio	AusBond BB Index	Outperformance						
Feb 2020	-10.18%	0.95%	-11.13%						
Last 3 Months	-0.16%	0.92%	-1.08%						
Last 6 Months	2.30%	0.96%	1.34%						
Financial Year to Date	2.76%	1.02%	1.74%						
Last 12 months	3.84%	1.30%	2.54%						

AusBond BB Index Annualised Return

Portfolio Annualised Return



INVESTMENT REPORT FOR FEBRUARY 2020



Historical Performance Summary (actual)									
	Portfolio	AusBond BB Index	Outperformance						
Feb 2020	-0.85%	0.08%	-0.93%						
Last 3 Months	-0.04%	0.23%	-0.27%						
Last 6 Months	1.14%	0.48%	0.66%						
Financial Year to Date	1.84%	0.68%	1.16%						
Last 12 months	3.84%	1.30%	2.54%						



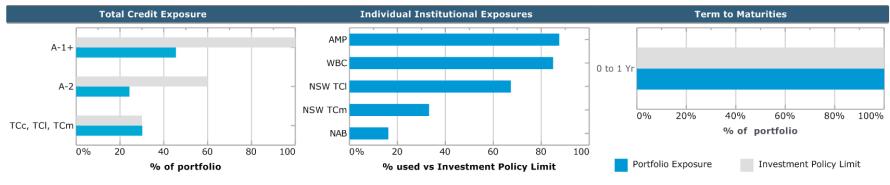
Investment Policy Compliance Report



Face

Policy

Page 211



	Credit Rating	Face Value (\$)		Policy Max	
Short Term	A-1+	9,361,990			
		9,361,990	46%	100%	~
Short Term	A-2	5,000,000			
		5,000,000	24%	60%	V
Short Term	TCc	8			
Short Term	TCI	4,154,446			
Short Term	TCm	2,048,252			
		6,202,706	30%	30%	×
		20,564,695	100%		

	% use Invest Policy	ment
AMP Bank (A-2, BBB+)	88%	~
Westpac Group (A-1+, AA-)	85%	•
NSW T-Corp (LT) (TCI)	67%	•
NSW T-Corp (MT) (TCm)	33%	~
National Australia Bank (A-1+, AA-)	16%	~
Credit Union Australia (A-2, BBB)	10%	~
NSW T-Corp (Cash) (TCc)	0%	

	Value (\$)		Max	
Between 0 and 1 Year	20,564,695	100%	100%	~
	20,564,695			
Detailed Maturity Profile	v	Fac alue (\$	-	

Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	14,064,695	68%
01. Less Than 30 Days	1,500,000	7%
02. Between 30 Days and 60 Days	1,000,000	5%
03. Between 60 Days and 90 Days	1,500,000	7%
04. Between 90 Days and 180 Days	2,500,000	12%
	20,564,695	

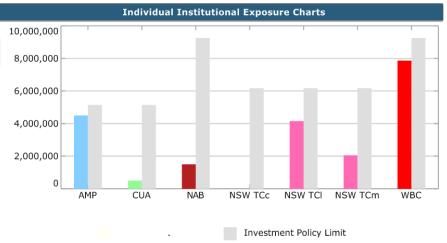
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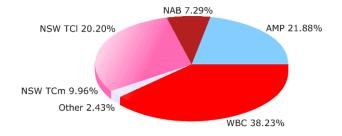


Individual Institutional Exposures Report



Individual Institutional Exposures									
Parent Group	Credit Rating	Portfolio Exposure (\$)	Investment Policy Limit (\$)						
AMP Bank	A-2, BBB+	4,500,000	5,141,174						
Credit Union Australia	A-2, BBB	500,000	5,141,174						
National Australia Bank	A-1+, AA-	1,500,000	9,254,113						
NSW T-Corp (Cash)	TCc	8	6,169,409						
NSW T-Corp (LT)	TCI	4,154,446	6,169,409						
NSW T-Corp (MT)	TCm	2,048,252	6,169,409						
Westpac Group	A-1+, AA-	7,861,990	9,254,113						
		20,564,695							







Cash Flows Report



urrent Month C	ashflows				
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
5-Feb-20	538374	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	5,235.62
				<u>Deal Total</u>	505,235.62
				Day Total	505,235.62
12-Feb-20	538390	National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposits	Interest - Received	4,363.01
				Deal Total	504,363.01
	539452	AMP Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				<u>Deal Total</u>	-500,000.00
				Day Total	4,363.01
19-Feb-20	538669	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	2,215.07
				<u>Deal Total</u>	502,215.07
	539467	AMP Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				<u>Deal Total</u>	-500,000.00
				Day Total	2,215.07
26-Feb-20	538742	AMP Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposits	Interest - Received	2,215.07
				<u>Deal Total</u>	502,215.07
	539488	AMP Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				<u>Deal Total</u>	-500,000.00
				Day Total	2,215.07
				Net Cash Movement for Period	<u>514,028.77</u>

Next Month Cash	iflows				
Transaction Date	Deal No.	<u>Cashflow Counterparty</u>	Asset Type	Cashflow Description	Cashflow Due
4-Mar-20	538829	AMP Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposit	Interest - Received	2,215.07



Cash Flows Report



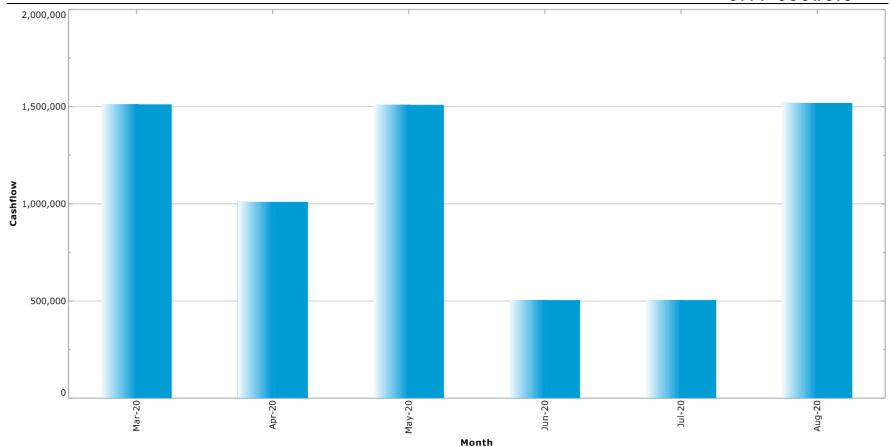
Next Month Cashflows					
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
				<u>Deal Total</u>	502,215.07
				Day Total	502,215.07
11-Mar-20	538376	National Australia Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposit	Interest - Received	5,237.26
				<u>Deal Total</u>	505,237.26
				Day Total	505,237.26
18-Mar-20	538527	AMP Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		AMP Bank	Term Deposit	Interest - Received	4,867.12
				<u>Deal Total</u>	504,867.12
				Day Total	504,867.12
				Net Cash Movement for Period	<u>1,512,319.45</u>













ORDINARY MEETING OF THE COUNCIL

March 13, 2020

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 38/20

<u>SUBJECT:</u> <u>MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO</u> 400 HELD TUESDAY, 10 MARCH 2020 11/397

Recommendation

- 1. That Broken Hill City Council Report No. 38/20 dated March 13, 2020, be received.
- 2. That the minutes for the Local Traffic Committee Meeting No.400 held Tuesday, 10 March 2020 be received.
- 3. That the following Item 400.6.1 158 Argent Street Request to change parking times Sufi Books & Bakery, be approved that the 3 parallel parks in Bromide Street be changed to 15-minute parking during business hours only.
- 4. That the following Item 400.8.1 New Information signs for the Animal Shelter Airport Road, be approved as per attached design with frangible poles.
- 5. That the following Item 399.6.1 Additional disabled parking request in Argent Street Demo Club, be approved that the current disabled parking sign is moved and an additional sign installed as per attached design.

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 Tuesday, 10 March 2020 which details recommendations to Council for consideration and adoption.

Community Engagement:

Nil.

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 400, 10 March 2020
- 2. J Argent Street disabled parking Demo Club
- 3. Unique New information signs for the New Animal Shelter Airport Road

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE MINUTES OF MEETING NO 400

Held 2pm Tuesday, 10 March 2020

First Floor Meeting Room - Council Administration Building

Chairperson Rajkumari Navis, Strategic Asset Manager opened the meeting at 2.13pm and welcomed all representatives present.

400.1 Present

Raji Navis Chairperson/Strategic Asset Manager

Marion Browne Councillor

David Vant Roads and Maritime Services (RMS) Representative

Peter Beven Local Member's Representative
Emily Bogucki Minute Secretary/Administration Officer

Inspector Yvette Smith NSW Police

400.2 Apologies

Biebek Bhattarai Infrastructure Projects Engineer

400.3 Disclosure of interest - NIL

400.4 Adoption of previous minutes

Previous minutes of meeting No 400 held 4 February 2020 were confirmed via online voting as follows:

All in favour: RMS, Local Member's Representative, Council, Police

400.5 Council Resolutions

The following Committee Recommendations were adopted by Council at its meeting held February 2020.

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 21/20 - DATED FEBRUARY 13, 2020 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 399 HELD WEDNESDAY, 4 FEBRUARY 2020 11/397

Resolved

- 1. That Broken Hill City Council Report No. 21/20 dated February 13, 2020, be received.
- That the minutes for the Local Traffic Committee Meeting No.399 held 4 February, 2020 be received.
- 3. That the following Item 399.6.1 Additional accessible parking request Demo Club, be approved that the accessible ramp is upgraded and consultation is held with the Demo Club regarding additional accessible parks (design attached).
- 4. That the following Item 397.6.2 Request for Installation of a speed bump in Iodide Lane, be approved to install additional speed bumps in Iodide Lane as per attached design.
- 5. That the following Item 392.6.4 Broken Hill Aquatic Centre accessible Parking be approved, that parking arrangements at the Aquatic Centre carpark are changed as per the attached design to extend the bus zone, remove park in front of emergency entrance, install a new accessible ramp and adjoining accessible parks either side.
- 6. That the following Item 397.6.1 Angle parking at Taxi rank outside the Theatre Royal Hotel, be approved that for a 2-month trial period the Taxi zone in front of the Theatre Royal Hotel be changed to parallel parking with new signs to be installed (design attached).
- 7. That the following Item 397.6.3 Crystal Street parking sign time modification, be approved that 15 car parking spots in Crystal Street be changed to 4-hour parking. New signs to be installed (design attached).

RESOLUTION Minute No. 1 Councillor M. Browne moved Councillor J. Nolan seconded)	CARRIED UNANIMOUSLY
Local Traffic Committee Minute	s Meetina No 400	Page 1 of 7

400.6 Correspondence In

Item No.	EDRMS No.	Details	
400.6.1	D20/7050	158 Argent Street – Request to change parking times – Sufi books & Bakery – Page 7	
Discussion Notes		Discussion around location of Bakery on Bromide Street. Have made parking alterations at J&K Store, this is a similar request.	
		In addition to the bakery they are looking at selling coffee as well.	
		Bakery is just outside the 4-hour zone parking. It is a busy stretch of road.	
		Location of parks is directly in front (3 parks total) and then traffic lights are further down.	
		Idea to make only 2 parks time restricted. However, given traffic signals are next it might confuse people only having 2 out of the 3 parks restricted.	
		Committee all in favour of all 3 parks being made 15-minute parking during business hours only.	
Recommendation	1	All committee in favour of 15-minute parking for all 3 parks during business hours only (including 8 -12 on Saturday).	
400.6.2	D19/51058	Heritage Festival Road Closure	
Discussion Notes		Noted that no feedback was received by local businesses who received letter box drop.	
		If it is one way, then you don't need to close exit end. It would make pedestrians feel a bit safer.	
Recommendation		All in favour – Permit to be issued.	
400.6.3	D20/9785	Stop signs corner of sulphide and blende street	
Discussion Notes		Discussion around why stop signs were originally installed. If there is no crash history then they may have a point.	
		Blende street is the priority road and it is beneficial to make vehicles stop.	
		Advantage to a stop sign is that it makes traffic slow down and break momentum.	
		All in favour to leave signs as they currently are.	
Recommendation		Due to site vision (mainly to the left) a giveway sign would not be sufficient therefore stop signs are to remain in place.	
400.6.4	D20/11238	Argent Street - Parking time changes - Broken Hill St Patrick's Race Club Inc	

Local Traffic Committee Minutes Meeting No 400

Page 2 of 7

Discussion Notes	Proposal to allow four parking spaces in front of the office to have 15 minute only parking restriction until Saturday, 14 March 2020. This is not to include disabled parking.	
	Rachel to provide feedback regarding if 4 parks were sufficient and if 15 minutes was enough time.	
	St Pats to be notified to provide adequate time for LTC to approve request. Next year's request to be supplied to the February meeting.	
Recommendation	All favour of above recommendation. Notification to be provided to Rachel.	

400.7 Correspondence Out

Item No.	EDRMS No.	Details
400.7.1	D20/7027	Response – Additional disabled car parking in front of the Demo Club – Heather Monaghan
400.7.2	D20/7045	Response - Crystal Street Parking Sign Time Modification Request - Country University Centre
400.7.3	D20/9547	Notification to Theatre Royal Hotel, Independent Taxis and Yellow cabs regarding Taxi Zone
400.7.4	D20/7604	Notification to the YMCA regarding carparking changes at the Aquatic Centre

400.8 General Business

Item No. EDRMS No.		Details	
400.8.1	D20/7067	New information signs for the New Animal Shelter – Airport Road – Pages 8-9	
Discussion Notes		Not to interfere with site lines for traffic. Standalone structures have to be outside the clear zone and frangible (the one on the entrance and near city exit).	
		Purpose of frangible poles are that if impact is received, they should bend or snap if it is hit reduces the degree of injury.	
Recommendation		All in favour – frangible poles.	

Local Traffic Committee Minutes Meeting No 400

400.9 Action Item List

Item No.	399.6.1
EDRMS No.	
CRM No.	
Responsible Officer	Chairperson, Raji Navis
Current Status	Consultation
Date	Item Details
May 2019	Additional disabled parking request – Demo Club
Date	Committee Recommendation/s
	Disabled ramp in front of Demo Club to be upgraded, notification to be provided to Heather and consultation to be held with Demo Club regarding additional disabled carparking spaces.
Action Date	
Action bale	Running Actions
February 2020	Discussion around the disability ramp in front of the Demo Club to be made compliant and to remove the existing ramp in front of Stone on Argent. Works are scheduled to be completed by the 17 February 2020. Committee all in favour.
	Discussion around the disability ramp in front of the Demo Club to be made compliant and to remove the existing ramp in front of Stone on Argent. Works are scheduled to be completed by the 17 February 2020. Committee all in
	Discussion around the disability ramp in front of the Demo Club to be made compliant and to remove the existing ramp in front of Stone on Argent. Works are scheduled to be completed by the 17 February 2020. Committee all in favour. Discussion held around utilising the carparking spaces either side of the ramp
	Discussion around the disability ramp in front of the Demo Club to be made compliant and to remove the existing ramp in front of Stone on Argent. Works are scheduled to be completed by the 17 February 2020. Committee all in favour. Discussion held around utilising the carparking spaces either side of the ramp and making them disabled parks. To ensure the disabled parks are compliant, two normal carparking spaces will
	Discussion around the disability ramp in front of the Demo Club to be made compliant and to remove the existing ramp in front of Stone on Argent. Works are scheduled to be completed by the 17 February 2020. Committee all in favour. Discussion held around utilising the carparking spaces either side of the ramp and making them disabled parks. To ensure the disabled parks are compliant, two normal carparking spaces will need to be removed. Demo club are requesting major parking modifications in Argent street when there is potential to modify their internal parking in the rear carpark. There is currently no disabled access at the rear of the building which would need to
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Local Traffic Committee Minutes Meeting No 400

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David, Raji and Karen were all in agreeance to move the current disabled parking sign (located in front of the Demo club) towards the taxi sign and to install an additional disabled parking sign near the timed parking sign (design attached). Plans have been circulated to the Committee and all were in favour of this change.

Discussions were also held with Dylan from Stone on Argent around installation of an additional disabled park and a walkway in the middle of the street. After explaining due to compliance requirements and the space available this goal was not achievable. Dylan was understanding of this outcome.

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

Action Date	Running Actions
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.

Local Traffic Committee Minutes Meeting No 400

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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 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?

Local Traffic Committee Minutes Meeting No 400

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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.

December 2019 Committee meeting cancelled

February 2020 Point to Point Transport Commissioner, Jenny and Chairperson, Raji have had a discussion regarding the issue at the Theatre Royal Hotel. Raji has also spoken to Orange and Dubbo Council's regarding the proposal as it has

already been implemented at these sites.

Current proposal is to change the 5 angled parks to 2 parallel parks only during taxi times. Parallel parking signs within the taxi zone sign including times would need to be installed.

Raji has had a discussion with the Theatre Royal Hotel and Independent Taxi regarding the concerns raised and the proposal. Both have confirmed they do not have any issues with how the taxi bay currently operates.

A discussion between Raji and Yellow Cabs has also occurred. It was identified that Yellow Cabs are the ones who have raised this issue with the Point to Point Transport Commissioner. Yellow cabs are in favour of the parallel parking.

Raji raised the issue with Yellow Cabs on where the taxi's waiting to pick up passengers would park if the taxi zone was being utilised. The response provided was the normal carparking spaces further down which is actually illegal. Otherwise they will have to go around two blocks until taxi zone is free.

Yellow Cabs also mentioned that the Demo Club have the same issue and parallel parking is required. Demo Club have an exit through the back door into a one-way laneway, this could be an option for taxi's to park/pick up out the back of the Club. Customers would just need to be made aware this is an option. There is no disabled access at the rear of the Club which could be an issue

As Police were not in attendance at the LTC meeting, notification of proposed changes in front of Theatre Royal Hotel to be supplied.

Committee were all in favour of an interim trial period of 2 months with parallel parking at theatre Royal Hotel. Consultation with the Demo Club to happen when RMS, David Vant is in Broken Hill Tuesday, 10 March 2020.

Council report to be created with the above recommendation.

March 2020 Ongoing – signs to be installed beginning of April 2020.

Next Meeting Date – Tuesday, 7 April 2020 (2pm to 3.30pm).

400.11 Meeting Closed – 2.53pm

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400.8.1 D20/7067 New information signs for the New Animal Shelter – Airport Road







ORDINARY MEETING OF THE COUNCIL

March 13, 2020

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 39/20

SUBJECT: ACTION LIST REPORT 11/21

Recommendation

1. That Broken Hill City Council Report No. 39/20 dated March 13, 2020, 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; 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.

Community Engagement:

Nil.

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

Attachments

1. J Action List

JAMES RONCON GENERAL MANAGER

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FURTHER REPORT MEETING SUBJECT REQUIRED Ordinary Meeting of the Confidential Matters Council 27 September 2017 ITEM 26 - BROKEN HILL CITY COUNCIL REPORT NO. 178/17 - DATED SEPTEMBER 11, 2017 -APPLICATION FROM BROKEN HILL SCHOOL OF THE AIR - USE OF PART OF QUEEN ELIZABETH II PARK AS A PLAYGROUND AND OUTDOOR AREA - CONFIDENTIAL 12/180 (General Manager's Note: This report considers a licence agreement and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business). RESOLUTION Minute No. 45655 Councillor C. Adams moved That Broken Hill City Council Report No. 178/17 Councillor J. Nolan seconded dated September 11, 2017, be received. 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. That the licence agreement be for a period of 20 vears 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. 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. 6. That all other standard licence agreement terms apply. 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. That the Mayor and General Manager be authorised to execute the licence documents under the Common Seal of Council. 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. **CARRIED** 11 March 2020 - Leisa Bartlett SOTA have advised that they no longer wish to proceed with the licence. 11 Feb 2020 - 4:35 PM - Leisa Bartlett Will follow up with SOTA now that school has returned. 14 Nov 2019 - 4:35 PM - Leisa Bartlett

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MEETING FURTHER REPORT SUBJECT

Still awaiting return of signed licence

17 Oct 2019 - 9:52 AM - Leisa Bartlett

Following contact from Council, the Principal of School of the Air has advised that she will chase the licence documents from the Department of Education and apologised for the lengthy delay.

10 Sep 2019 - 10:18 AM - Georgina Falkner

SOTA have advised that documents are being revied by the Department of Education.

20 Aug 2019 - 3:37 PM - Anthony Misagh

Waiting on response from SOTA

04 Jul 2019 - 1:50 PM - Leisa Bartlett

Licence documents with SOTA for signature.

12 Jun 2019 - 10:54 AM - Georgina Falkner

Documents being signed and sealed.

15 May 2019 - 10:37 AM - Georgina Falkner

Council's solicitors in the process of finalising draft licence for signing.

07 Mar 2019 - 1:53 PM - Leisa Bartlett

School P&C rep has been in contact with Council. Awaiting formal correspondence.

06 Feb 2019 - 1:49 PM - Leisa Bartlett

Draft licence prepared, awaiting response from School of the Air to finalise licence.

05 Dec 2018 - 2:31 PM - Leisa Bartlett

Council has received approval advice from SOTA and Solicitors have been approached to commence drafting the licence agreement.

05 Dec 2018 - 1:52 PM - Leisa Bartlett

Letter of acceptance received from SOTA. Solicitor has been engaged to draft up the licence agreement.

09 Oct 2018 - 5:06 PM - Leisa Bartlett

Awaiting advice from SOTA

11 Sep 2018 - 12:07 PM - Leisa Bartlett

Still no advice received from SOTA. Email reminder notice sent.

15 Aug 2018 - 3:29 PM - Leisa Bartlett

Still awaiting advice from SOTA

16 May 2018 - 1:33 PM - Leisa Bartlett

Action reassigned to Francois VanDerBerg by: Leisa Bartlett

16 Mar 2018 - 3:40 PM - Leisa Bartlett

SOTA advised that they are happy to proceed but are waiting for the Education Dept approval first.

False

15 Feb 2018 - 10:27 AM - Leisa Bartlett

Email reminder send to SOTA 15/2/18.

02 Nov 2017 - 4:18 PM - Leisa Bartlett

Letter sent to the school requesting confirmation that the school wishes to enter a licence agreement with Council as the request came from the School's P&C Committee.

Ordinary Meeting of the Council 26 April 2018

April 2018

ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 59/18 - DATED APRIL 06, 2018 - COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET ROAD RESERVE 11/199

Reports

Resolved:

- 1. That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received.
- That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the Roads Act 1993 and Section 186 of the Local Government Act 1993.

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FURTHER REPORT MEETING SUBJECT REQUIRED 3. That the acquisition be undertaken in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. 4. That upon acquisition, Council to undertake required actions to open the subject road by registration of a plan in accordance with Section 7 of the Roads Act 1993. RESOLUTION Minute No. 45805 Councillor C. Adams moved Councillor D. Gallagher seconded CARRIED 11 March 2020 - Leisa Bartlett Matter still in progress. 11 Feb 2020 - 4:35 PM - Leisa Bartlett Legal advice received. Matter in progress. 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. It 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 Crown Lands have advised they have no objection to receiving Proposed Acquisiton Notices. Investigating budget and Native Title prior to making application to OLG. 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 Claim and that compulsory acquisition cannot go ahead at this stage. Council is waiting for further advice from OLG. 16 May 2018 - 9:45 AM - Leisa Bartlett In progress. Ordinary Meeting of the False Confidential Matters Council 31 October 2018 ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 184/18 - DATED SEPTEMBER 28, 2018 - SALE OF PROPERTY - LOT 2 IN DEPOSITED PLAN 1067380 - CONFIDENTIAL

(General Manager's Note: This report considers Sale of Property 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)

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RESOLUTION Minute No. 45947 Councillor M. Browne moved Councillor C. Adams seconded	 That Broken Hill City Council Report No. 184/18 dated September 28, 2018, be received.
,	 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)
	 That the Mayor and General Manager be authorised to execute lease documents under the Common Seal of Council.
11 March 2020 – Leisa Bartlett	CARRIED
	On the
Awaiting signed lease from West Darling Machinery Preserv	vation Society
11 Feb 2020 - 4:36 PM - Leisa Bartlett	
Lease still with West Darling Machinery Preservation Society for	r signing.
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 F	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 M	Machinery Preservation 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 Dar matter to finalise lease.	rling Machinery Preservation Society on 20 June to update them and discuss
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 Ger Council 20 February 2019 False	neral Business
ITEM 5 - AFTER-SCHOOL HOURS SPORTS PAR	RTICIPATION (GB1/19) 11/161
DESCULITION	
RESOLUTION Minute No. 46004 Councillor T. Kennedy moved) Councillor B. Algate seconded)	That Broken Hill City Council contacts Kate Hogg, President of Barrier Primary School Sports Association; sporting bodies in Broken Hill and the Broken Hill Health Service, advising that

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FURTHER REPORT SUBJECT MEETING REQUIRED Council we are interested in getting the participation rate up to the same participation rate or better than the rest of the State. CARRIED 11 March 2020 No response received. Matter closed. COMPLETE 14 Nov 2019 - 4:07 PM - Leisa Bartlett Awaiting reply from new Health Service CEO. 21 Oct 2019 - 9:10 AM - Leisa Bartlett Contact made with new Broken Hill Health Service CEO, Melissa Welch on 10/10/19. Awaiting reply. 13 Sep 2019 - 11:50 AM - Leisa Bartlett DC advised: Contact will be made with the Health Service CEO regarding Council's correspondence. 18 Jul 2019 - 9:20 AM - Leisa Bartlett DC advised: still awaiting response from Health Department. 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 Hogg to notify her of Council's resolution and requesting a further conversation to be held to discuss sporting participation of children in Broken Hill. Ordinary Meeting of the False Confidential Matters Council 29 May 2019 ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 77/19 - DATED DECEMBER 17, 2018 - FAR WEST HACC TRANSFER OF NORTH MINE HALL LEASE TO LIVEBETTER SERVICES - CONFIDENTIAL 11/121 (General Manager's Note: This report considers a transfer of lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business). Resolved 1. That Broken Hill City Council Report No. 77/19 dated December 17, 2018, be received. That Council consent to the proposed transfer of lease, with the current lease for the North Mine Hall to be transferred from Far West HACC Services to Livebetter Services Limited. 3. That the terms and conditions of the current lease agreement remain the same, including the rent of \$1 per year. That Livebetter Services Limited are responsible for any legal fees incurred by Council. That the Mayor and General Manager be authorised to sign the transfer of lease documents under the Common Seal of Council. RESOLUTION Minute No. 46084 Councillor B. Licul moved Councillor B. Algate seconded **CARRIED** 11 March 2020 – Leisa Bartlett Awaiting singed lease from LiveBetter

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FURTHER REPORT SUBJECT MEETING REQUIRED 11 Feb 2020 - 4:00 PM - Leisa Bartlett Lease still with Livebetter for signature 14 Nov 2019 - 4:00 PM - Leisa Bartlett No change in status 17 Oct 2019 - 9:57 AM - Leisa Bartlett Contact will be made again with Livebetter seeking the return of signed documents. 10 Sep 2019 - 10:44 AM - Georgina Falkner Still awaiting signed documents from Livebetter, have followed up on progress. 20 Aug 2019 - 3:14 PM - Anthony Misagh No update 04 Jul 2019 - 1:54 PM - Leisa Bartlett Transfer documents with Livebetter for execution. 12 Jun 2019 - 10:52 AM - Georgina Falkner Transfer documents being finalised Ordinary Meeting of the False Confidential Matters Council 29 May 2019 ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 79/19 - DATED APRIL 24, 2019 - RENEWAL OF LEASE AT THE AIRPORT TO THE AERO CLUB OF BROKEN HILL - CONFIDENTIAL 11/232 (General Manager's Note: This report considers a lease and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business). Resolved 1. That Broken Hill City Council Report No. 79/19 dated April 24, 2019, be received. 2. That Council renew the current lease at the Broken Hill Airport to the Aero Club of Broken Hill, exercising the renewal option for a further five (5) years. 3. That the Aero Club of Broken Hill be responsible for any legal fees associated with the lease renewal. 4. That the Mayor and General Manager be authorised to sign and execute any documents relating to the lease renewal under the Common Seal of Council. **RESOLUTION** Minute No. 46086 Councillor C. Adams moved Councillor J. Nolan seconded **CARRIED** 11 March 2020 – Leisa Bartlett Awaiting signed lease from Aero Club. 11 Feb 2020 - 4:01 PM - Leisa Bartlett Lease still with the Aero Club for signature. 14 Nov 2019 - 4:01 PM - Leisa Bartlett No change in status. 17 Oct 2019 - 10:00 AM - Leisa Bartlett Still awaiting return of document. Contact was made with the Aero Club to return the signed lease 11 Sep 2019 - 4:06 PM - Leisa Bartlett lease still with Aero Club for signature. 20 Aug 2019 - 3:15 PM - Anthony Misagh Currently with AERO club for signing.

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FURTHER REPORT SUBJECT MEETING REQUIRED 04 Jul 2019 - 1:55 PM - Leisa Bartleti Lease documents with the Aero Club for signature. 12 Jun 2019 - 10:53 AM - Georgina Falkner Renewal documents being drafted by Council's solicitors. Ordinary Meeting of the Council 31 July 2019 False Mayoral Minute ITEM 1 - MAYORAL MINUTE NO. 3/19 - DATED JULY 24, 2019 - LANDCARE BROKEN HILL PARTNERSHIP PROPOSAL TO BROKEN HILL CITY COUNCIL 12/29 RESOLUTION Minute No. 46024 Councillor D. Turley moved That Mayoral Minute No. 3/19 dated July 24, 2019, Councillor M. Browne seconded be received. That Broken Hill City Council enters into a partnership with Landcare Broken Hill for the Greening the Hill Mk.2 community wide initiative. That any funding requests be considered on their merits, through the quarterly budget review process. That Council not only enters into a partnership agreement with Landcare, but also implements a number of the assessment items identified in the report. **CARRIED UNANIMOUSLY** 12 March 2020 - Leisa Bartlett Backyard Bush Nursery project completed for 2019/20, will look into including this project again as part of the 2020 Tree Giveaway. University Lakes Regen BHLEP and BHCC project progressing with works to commence April-June.

Selecting for Carbon in the Rangelands project, BHCC successful, working through Deed of Agreement with DPI and mapping for soil testing areas. 11 Feb 2020 – Leisa Bartlett MOU being developed. Council is currently partnering with Landcare to complete three projects:

1. Backyard Bush Nursery project

2. University Lakes Regen BHELP & BHCC project 3. Selecting for Carbon in the Rangelands project 14 Nov 2019 - 4:01 PM - Leisa Bartlett No change in status 17 Oct 2019 - 10:03 AM - Leisa Bartlett Council's new Waste and Sustainability Manager (once appointed) will develop the detailed program. The project will also be progressed through the Our Environment Key Direction Working Group. 11 Sep 2019 - 2:57 PM - Leisa Bartlett COO advised: A list of projects has been finalised. Need 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, next committee meeting (end of August) a point of contact will be identified and achievable timelines will be established. Ordinary Meeting of the Council 31 July 2019 False Confidential Matters ITEM 23 - BROKEN HILL CITY COUNCIL REPORT NO. 124/19 - DATED JULY 08, 2019 - LICENCE OF PART MEMORIAL OVAL TO BROKEN HILL SOCCER ASSOCIATION - CONFIDENTIAL

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(General Manager's Note: This report considers a licence and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial

Attachment 1
Action List

ACTION LIST - ORDINARY COUNCIL MEETINGS

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MEETING FURTHER REPORT SUBJECT

advantage on a person with whom the Council is conducting (or proposes to conduct) business).

Resolved

- 1. That Broken Hill City Council Report No. 124/19 dated July 8, 2019, be received.
- 2. That Council issue a licence to the Broken Hill Soccer Association, for the use of the Adkins Pavilion at the Memorial Oval.
- 3. That the licence be issued for a term of twelve (12) months with either party having the option to terminate the licence with 30 days' notice, and the licence fee be a peppercorn rental of \$1.
- 4. 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.
- That the Mayor and General Manager be authorised to sign and execute the licence agreement under the Common Seal of Council.

RESOLUTION

Minute No. 46045

Councillor C. Adams moved

Councillor B. Licul seconded)

CARRIED UNANIMOUSLY

11 March 2020 - Leisa Bartlett

Awaiting signed lease

11 Feb 2020 - 4:02 PM - Leisa Bartlett

Still awaiting return of signed licence.

14 Nov 2019 - 4:02 PM - Leisa Bartlett

Still awaiting return of signed licence.

17 Oct 2019 - 10:05 AM - Leisa Bartlett

Licence still with Soccer Association to review and sign. Contact will be made to chase up signed documents.

10 Sep 2019 - 10:19 AM - Georgina Falkner

Draft licence with Soccer Association.

20 Aug 2019 - 3:17 PM - Anthony Misagh

finalising draft, in progress

19 Aug 2019 - 3:21 PM - Lacey Butcher

Finalisation of licence progressing

Ordinary Meeting of the Council 31 July 2019

False

Confidential Matters

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) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

Resolved

- 1. That Broken Hill City Council Report No. 125/19 dated July 22, 2019, be received.
- That Council authorise the General Manger to draw up a licence agreement with the preferred applicant to operate the kiosk at the Broken Hill Airport.
- 3. That the licence be for twelve (12) months with the option for a further twelve (12) month renewal.
- 4. That the licence fee be the advertised fee of \$8,580 per annum, including GST.

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FURTHER REPORT MEETING SUBJECT REQUIRED 5. That the General Manager be authorised to negotiate further terms and conditions in-conjunction with Council's Property Manager. 6. That the Mayor and General Manager be authorised to sign and execute any licence documents under the Common Seal of Council. RESOLUTION Minute No. 46046 Councillor M. Browne moved Councillor B. Licul seconded CARRIED UNANIMOUSLY 12 March 2020 - Leisa Bartlett New lease signed.

Works to commence, and lessees will start operating the Kiosk after works are complete.

COMPLETE

11 Feb 2020 - 4:03 PM - Leisa Bartlett

Negotiations (as at 13 February) with prospective operator continue positively. Some modification works required to bring the physical kiosk space up to current health and building requirements, and this work is underway. Draft lease has been finalised and is with the prospective operator to sian.

14 Nov 2019 - 4:03 PM - Leisa Bartlett

New applicant looking to commence early in the New Year.

17 Oct 2019 - 12:01 PM - Leisa Bartlett

First applicant no longer interested, First National Real Estate is approaching further potential applicants.

13 Sep 2019 - 12:01 PM - Leisa Bartlett

Licence is with applicant for signature

20 Aug 2019 - 3:18 PM - Anthony Misagh

Draft documents are with licensee solicitors

19 Aug 2019 - 3:20 PM - Lacey Butcher

In the process of negotiations

Ordinary Meeting of the Council 31 July 2019

False

Confidential Matters

ITEM 25 - BROKEN HILL CITY COUNCIL REPORT NO. 126/19 - DATED JULY 19, 2019 - SALE OF PART LOT 5893 DEPOSITED PLAN 241855 OTHERWISE KNOWN AS PART 51 BROMIDE STREET. - CONFIDENTIAL (General Manager's Note: This report considers Sale of Land and is deemed confidential under Section 10A(2) (c) (d) 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; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

Resolved

- 1. That Broken Hill City Council Report No. 126/19 dated July 19, 2019, be received.
- 2. That Broken Hill City Council subdivide the land at 51 Bromide Street (Lot 5893 DP 241855) and prepare sale of land contracts.
- That Broken Hill City Council authorise the General Manager to negotiate a final sale price with the preferred party, setting the reserve at the market value as detailed within the report.
- That the Mayor and General Manager be authorised to sign the sale of land contracts and transfers under the Common Seal of Council.

RESOLUTION

Minute No. 46047

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FURTHER REPORT

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MEETING SUBJECT REQUIRED Councillor R. Page moved Councillor M. Browne seconded **CARRIED** 12 March 2020 - Leisa Bartlett Contracts exchanged. Awaiting sub-division for settlement. 11 Feb 2020 - 4:07 PM - Leisa Bartlett Subdivision complete and with LTO for registering. Contract is with NSW Police and the next step is them signing it and contract exchange to finalise the transaction 14 Nov 2019 - 4:07 PM - Leisa Bartlett Subdivision documents lodged 17 Oct 2019 - 12:09 PM - Leisa Bartlett Memorandum of Understanding has been signed by both parties. Sale Contract being prepared. 11 Sep 2019 - 3:24 PM - Leisa Bartlett CFO advised: A Memorandum of Understaning with the Police is being drawn up for signature by both parties. 19 Aug 2019 - 4:08 PM - Lacev Butcher Police currently doing due diligence. Contracts to be prepared following advice from the Police. Ordinary Meeting of the False Question On Notice Council 28 August 2019 ITEM 14 - QUESTIONS ON NOTICE NO. 8/19 - DATED AUGUST 07, 2019 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE JULY 2019 COUNCIL MEETING 16/89 Recommendation 1. That Questions On Notice No. 8/19 dated August 7, 2019, be received. RESOLUTION Minute No. 46060 Councillor T. Kennedy moved That Questions On Notice No. 8/19 dated August 7, Councillor B. Algate seconded 2019, be received. That the Mayor and Councillors be given training in meeting procedures and regulations. CARRIED UNANIMOUSLY 11 February 2020 - Leisa Bartlett OLG is liaising with training provider to supply suitable dates for training. 14 Nov 2019 - 4:30 PM - Leisa Bartlett Contact made with CEO of Far West Joint Organisation to seek interest from Councillors of member Councils to attend the training in Broken Hill 13 Sep 2019 - 11:52 AM - Leisa Bartlett Quotes are being sourced for training sessions to be held in Broken Hill. Ordinary Meeting of the False Mayoral Minute Council 25 September 2019 ITEM 1 - MAYORAL MINUTE NO. 4/19 - DATED SEPTEMBER 10, 2019 - DECLARATION OF CLIMATE **EMERGENCY** Resolved 1. That Mayoral Minute No. 4/19 dated September 10, 2019, be received. 2. That Council recognises that climate change poses a serious risk to the people of Broken Hill and it should be treated as a national emergency.

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MEETING	FURTHER REPORT REQUIRED	SUBJECT	
That Council seek to around the Communication		mergency response as part of the current review being undertaken	
RESOLUTION Minute No. 46072 Councillor D. Turley mo Councillor M. Clark second 17 Oct 2019 - 12:11 PM - Leisa	onded) a Bartlett	CARRIED	
being incorporated in the 2021	Community Strategic Plan.		
Ordinary Meeting of the Council 27 November 2019	False	Reports	
OF FEDERATION WAY		PORT NO. 194/19 - DATED OCTOBER 21, 2019 - ACQUISITION 18/200	
Resolved			
1. That Broken Hill City	y Council Report No. 1	194/19 dated October 21, 2019, be received.	
otherwise known as	part lots 11-14 Section	Minister and Governor to compulsorily acquire Federation Way, on 57 DP 759092, part lots 1-8 Section 58 DP 759092, part lots 7428-183597 (as identified in the plan of acquisition).	
1991, under Section	 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. 		
	on, Council undertake Section 7 of the <i>Roads</i>	the required actions to open the subject road by registration of a plan s Act 1993.	
		authorised to sign and execute any documents related to the nmon Seal of Council.	
RESOLUTION			
Minute No. 46133			
Councillor J. Nolan mov	red)		
Councillor C. Adams se	conded)	CARRIED	
11 March 2020 – Leisa Bartle	tt		
Still in progress			
10 February 2020 – Leisa Bartl	ett		
In progress			
Ordinary Meeting of the Council 27 November 2019	False	Reports	
ITEM 11 - BROKEN HIL KNOWLEDGE AND HE		PORT NO. 195/19 - DATED NOVEMBER 11, 2019 - MAARI MA 11/161	
Resolved			
1. That Broken Hill City	y Council Report No. 1	195/19 dated November 11, 2019, be received.	
2. That Council note the	ne proposal by Maari N	Ma Inc for the development of a Knowledge and Healing Centre.	

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That Council continue to liaise with Maari Ma Inc and that a further report is provided	
detailed project scope is available for consideration.	to Council once a more
RESOLUTION	
Minute No. 46134	
Councillor J. Nolan moved	
Councillor D. Gallagher seconded)	CARRIED UNANIMOUSLY
13 March 2020 – Leisa Bartlett	
Matter closed. Will await further contact from Maari Ma.	
COMPLETE	
10 February 2020 – Leisa Bartlett	
Council has approached Maari Ma seeking a response to the Council report	
Ordinary Meeting of the False Reports	-
Council 11 December 2019	
ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 208/19 - DATED NOVEMBER 2 BROKEN HILL REGIONAL ART GALLERY POLICIES FOR PUBLIC EXHIBITION	<u>2, 2019 - DRAFT</u> 12/14
BROKENTILE REGIONAL ART GALLERT FOLIALET ORT GELTO EXTIBITION	12/14
RESOLUTION	
Minute No. 46151 1. That consideration of Broken Hi No. 208/19 dated December 2,	
Councillor D. Gallagner moved	
Councillor R. Page seconded 2. That the draft Broken Hill Region Exhibition Policy and the Broker Gallery Collection Management the Broken Hill Regional Art Gal and the Our Community Key Dir to review the draft policies with accessioning and de-accessioning provides a report to the Februar Meeting.	n Hill Regional Art Policy be referred to lery Advisory Group rection Working Group regards to right of artworks and
CAF	RRIED UNANIMOUSLY
	THE CITY WINNOUGH
11 March 2020 – Leisa Bartlett	
11 March 2020 – Leisa Bartlett	
11 March 2020 – Leisa Bartlett Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement. 11 February 2020 – Leisa Bartlett Staff met with Councillor Kennedy to discuss changes to draft policies. These policies will now go to the Art Gall	ery Advisory Committee prior to
11 March 2020 – Leisa Bartlett Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement. 11 February 2020 – Leisa Bartlett	ery Advisory Committee prior to
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11 March 2020 – Leisa Bartlett Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement. 11 February 2020 – Leisa Bartlett Staff met with Councillor Kennedy to discuss changes to draft policies. These policies will now go to the Art Gallbeing re-presented to Council. Ordinary Meeting of the Council 26 February 2020 False Reports ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/20 - DATED FEBRUARY OVAL UPGRADE WORKS RESOLUTION	NRY 14, 2020 - NORM FOX
11 March 2020 – Leisa Bartlett Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement. 11 February 2020 – Leisa Bartlett Staff met with Councillor Kennedy to discuss changes to draft policies. These policies will now go to the Art Gallbeing re-presented to Council. Ordinary Meeting of the Council 26 February 2020 False Reports ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/20 - DATED FEBRUAR OVAL UPGRADE WORKS RESOLUTION Minute No.46172 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now go to the Art Gallbeing re-presented to Council 26 February 2020 1. That Motions of Which Notice Policies will now	ARY 14, 2020 - NORM FOX 12/53 tice has been Given No.
11 March 2020 – Leisa Bartlett Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement. 11 February 2020 – Leisa Bartlett Staff met with Councillor Kennedy to discuss changes to draft policies. These policies will now go to the Art Gallbeing re-presented to Council. Ordinary Meeting of the Council 26 February 2020 False Reports ITEM 1 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 1/20 - DATED FEBRUA OVAL UPGRADE WORKS RESOLUTION Minute No. 46172	12/53 ARY 14, 2020 - NORM FOX 12/53

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MEETING FURTHER REPORT REQUIRED	SUBJECT
	2. That grants be applied for.
	CARRIED
11 March 2020 – Leisa Bartlett	
Grants being investigated.	
COMPLETE	
Ordinary Meeting of the False F Council 26 February 2020	Reports
ITEM 2 - MOTIONS OF WHICH NOTICE HAS BE IMPLEMENTATION OF A PROGRAM FOR THE	EEN GIVEN NO. 2/20 - DATED FEBRUARY 14, 2020 - WATERING OF STREET TREES 15/131
RESOLUTION	
Minute No. 46173	That Motions of Which Notice has been Given No. 2/20 dated
Councillor M. Clark moved)	February 14, 2020, be received.
Councillor M. Browne seconded)	That Broken Hill City Council implement a program to save the city's trees from dying from drought related conditions. CARRIED CARR
11 March 2020 – Leisa Bartlett	CARRIED
Implementation of program as per Tree Management Plan	n and the Tree Replacement Program.
COMPLETE	
Ordinary Meeting of the Council 26 February 2020 False F	Reports
	EEN GIVEN NO. 3/20 - DATED FEBRUARY 14, 2020 - IMPERIAL
LAKES	11/161
RESOLUTION	
Minute No. 46174 Councillor T. Kennedy moved)	That Motions of Which Notice has been Given No. 3/20 dated February 14, 2020, be received.
Councillor B. Algate seconded)	5/20 dated rebidaly 14, 2020, be received.
)	 That Broken Hill City Council acknowledge the public meeting attended by 47 people that unanimously supported the reopening of the Imperial Lakes and that the meeting supported the efforts by the Broken Hill City Council and the Local Member, Mr Roy Butler MP, to ensure the banks are not reduced in size.
	3. That Broken Hill City Council writes to the Local Member, Mr Roy Butler MP, to investigate ways to achieve the continuation of the Imperial Lakes as a viable wetland and a recreational reserve for the people of Broken Hill. CARRIED UNANIMOUSLY
10 March 2020 – Leisa Bartlett	
Letter sent to State Member 09/03/2020. COMPLETE	
Ordinary Meeting of the	Reports
ITEM 4 - BROKEN HILL CITY COUNCIL REPOR	RT NO. 4/20 - DATED FEBRUARY 10, 2020 - CORRESPONDENCE
REPORT - NSW TRAINLINK TRIAL SERVICE CO	

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MEETING FURTHER REPORT REQUIRED	SUBJECT
RESOLUTION	
Minute No. 46175 Councillor J. Nolan moved	That Broken Hill City Council Report No. 4/20 dated February 10, 2020, be received.
Councillor B. Licul seconded	2. That correspondence from Member for Barwon, Mr Roy Butler MP, dated 7 January 2020, enclosing a copy of correspondence dated 17 October 2019 to the Minister for Regional Transport and Roads regarding the NSW Trainlink trial coach service between Broken Hill and Mildura and Adelaide, be received.
	 That reply correspondence from the Parliamentary Secretary for Regional Transport, Mr. Stephen Bromhead MP dated 28 November 2019, be received.
	4. That Council notes that the Country Pensioner Excursion fare of \$2.50 (eligibility applies) is available between Broken Hill and Mildura, along with a pensioner fare of \$26.52 (half of the adult fare) and for the Broken Hill to Adelaide service a pensioner fare (half of the adult fare) of \$44.38 is available. It should also be noted that the trial period has been extended until May 2020 due to its popularity.
	 That Council writes to the State Member and the Deputy Premier requesting that, given the popularity of the trial service and its proven viability, that the service becomes permanent after the trial period ceases in May 2020.
	CARRIED UNANIMOUSLY
10 March 2020 – Leisa Bartlett	
Letters sent 09/03/2020.	
COMPLETE	
Ordinary Meeting of the Council 26 February 2020 False R	eports
	T NO. 5/20 - DATED DECEMBER 20, 2019 - ATTENDANCE AT LOCAL GOVERNMENT TO BE HELD IN CANBERRA ON 14-17 11/304
RESOLUTION	
Minute No. 46176	That Broken Hill City Council Report No. 5/20 dated
Councillor M. Browne moved) Councillor M. Clark seconded)	December 20, 2019, be received.
)	That Council be represented at the 2020 National General Assembly of Local Government in Canberra, June 14-17, 2020 by the Mayor, Deputy Mayor and General Manager and any interested Councillors.
	That interested Councillors submit a completed Travel Form to the Executive Support Officer by 20 March 2020.
	CARRIED

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MEETING FURTHER REPORT REQUIRED	SUBJECT
10 March 2020 – Leisa Bartlett	
Registration and travel is being arranged for Councillors a	ttending.
COMPLETE	
Ordinary Meeting of the Council 26 February 2020 False Re	eports
ITEM 6 - BROKEN HILL CITY COUNCIL REPORT GENERAL ASSEMBLY OF LOCAL GOVERNMEN	I NO. 6/20 - DATED DECEMBER 20, 2019 - 2020 NATIONAL IT - CALL FOR MOTIONS 11/304
RESOLUTION	
Minute No. 46177	That Broken Hill City Council Report No. 6/20 dated
Councillor T. Kennedy moved)	December 20, 2019, be received.
Councillor M. Clark seconded)	That the following motion be forwarded to the Australian Local Government Association by March 27, 2020 to be included in the 2020 National General Assembly of Local Government, along with a copy of this Council Meeting resolution: That NSW Councils be given the opportunity to attend future National General Assemblies of Local Government via videoconference which includes the ability to vote on conference motions.
	CARRIED UNANIMOUSLY
10 March 2020 – Leisa Bartlett	
	Council to determine any further motions as motions close on Friday 27
March 2020. COMPLETE	
Ordinary Meeting of the	
Council 26 February 2020 False R	eports
ITEM 7 - BROKEN HILL CITY COUNCIL REPOR'COUNCIL DELEGATE TO THE RECONCILIATIO	T NO. 7/20 - DATED DECEMBER 17, 2019 - APPOINTMENT OF N ACTION PLAN WORKING GROUP 11/9
RESOLUTION	
Minute No. 46178 Councillor M. Clark moved)	That Broken Hill City Council Report No. 7/20 dated December 17, 2019, be received.
Councillor J. Nolan seconded)	That Council accepts Councillor Adams' resignation from the Reconciliation Action Plan Working Group.
	That Councillor Clark be appointed as a Council delegate to fill the vacant position on the Reconciliation Action Plan Working Group.
	CARRIED UNANIMOUSLY
10 March 2020 – Leisa Bartlett Schedule of Delegates has been updated and replaced on COMPLETE	the HUB and the Secretary of the Working Group has been advised.
Ordinary Meeting of the Council 26 February 2020 False R	eports
ITEM 10 - BROKEN HILL CITY COUNCIL REPORTHE DRAFT AGENCY INFORMATION GUIDE	RT NO. 10/20 - DATED FEBRUARY 07, 2020 - ADOPTION OF 11/118

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I MEETING	R REPORT QUIRED	SUBJECT
Resolved		
·		dated February 7, 2020, be received.
2. That Council adopt the Draft Ag	ency Informatio	in Guide.
That the current Agency Information Guide.	ation Guide be i	removed from Council's website and replaced with the revised
10 March 2020 – Leisa Bartlett All action taken to adopt Guide and place COMPLETE	on website.	
Ordinary Meeting of the Council 26 February 2020	alse Re	ports
DRAFT COMPANION ANIMAL MAI		T NO. 11/20 - DATED NOVEMBER 01, 2019 - ADOPTION OF AN 11/141
Minute No. 46182 Councillor T. Kennedy moved Councillor B. Algate seconded 10 March 2020 – Leisa Bartlett All action taken to adopt Plan and place of COMPLETE	n website.	 That Broken Hill City Council Report No. 11/20 dated November 1, 2019, be received. That the draft Companion Animal Management Plan be adopted as a Plan of Council with the following amendments to clause 5.8-Sick or Injured Animals – paragraph 3 and 4 to read: "If the owner cannot be readily contacted then the injured/sick animal will be delivered to a clinic for veterinary attention." "If an injured/sick animal cannot be identified then the animal will be delivered to a clinic for veterinary attention." CARRIED UNANIMOUSLY
Ordinary Meeting of the Council 26 February 2020	alse Re	ports
	LICY, ASSET	T NO. 13/20 - DATED DECEMBER 02, 2019 - ADOPTION OF MANAGEMENT STRATEGY AND BENCHMARKS FOR 13/163
RESOLUTION Minute No. 46183 Councillor T. Kennedy moved Councillor B. Algate seconded)	That Broken Hill City Council Report No. 13/20 dated December 2, 2019, be received. That the matter be deferred for one month to allow another Councillor workshop to be conducted on Asset Management and Asset Rationalisation. CARRIED UNANIMOUSLY

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MEETING FURTHER REPORT REQUIRED SUBJECT

10 March 2020 – Leisa Bartlett

Councillor Workshop being conducted on 17/03/2020. Report re-listed to the March 2020 Council Meeting.

COMPLETE

Ordinary Meeting of the Council 26 February 2020 False Reports

ITEM 13 – BROKEN HILL CITY COUNCIL REPORT NO. 14/20 – DATED DECEMBER 16, 2019 – ADOPTION OF DRAFT PRIVACY MANAGEMENT PLAN AND DRAFT ACCESS TO INFORMATION POLICY 11/371, 12/14

.Resolved

- 1. That Broken Hill City Council Report No. 14/20 dated December 16, 2019, be received.
- 2. That the Draft Privacy Management Plan be adopted as a Plan of Council and supersedes the previously adopted Model Privacy Management Plan (2013).
- That the Draft Access to Information Policy be adopted as a Policy of Council and supersedes the previously adopted Access to Information Policy (2013).

10 March 2020 - Leisa Bartlett

All action taken to adopt Plan and Policy. Documents placed on website.

COMPLETE

Ordinary Meeting of the Council 26 February 2020 False Reports

ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 15/20 - DATED DECEMBER 16, 2019 - ADOPTION OF DRAFT ENTERPRISE RISK MANAGEMENT POLICY 13/19

RESOLUTION Minute No. 46186 Councillor M. Browne moved) 1. That Broken Hill City Council Report No. 15/20 dated December 16, 2019, be received. 2. That Council adopts the draft Enterprise Risk Management Policy as a Policy of Council. CARRIED

10 March 2020 - Leisa Bartlett

All action taken to adopt Policy. Policy placed on website.

COMPLETE

Ordinary Meeting of the Council 26 February 2020 False Reports

ITEM 20 - BROKEN HILL CITY COUNCIL REPORT NO. 21/20 - DATED FEBRUARY 13, 2020 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 399 HELD WEDNESDAY, 4 FEBRUARY 2020 11/397

Resolved

- 1. That Broken Hill City Council Report No. 21/20 dated February 13, 2020, be received.
- 2. That the minutes for the Local Traffic Committee Meeting No. 399 held 4 February, 2020 be received.
- 3.That the following Item 399.6.1 Additional accessible parking request Demo Club, be approved that the accessible ramp is upgraded and consultation is held with the Demo Club regarding additional accessible parks (design attached).
- 4.That the following Item 397.6.2 Request for Installation of a speed bump in Iodide Lane, be approved to install additional speed bumps in Iodide Lane as per attached design.

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ACTION LIST - ORDINARY COUNCIL MEETINGS

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MEETING FURTHER REPORT REQUIRED	SUBJECT
5.That the following Item 392.6.4 - Broken Hill Aqu	latic Centre accessible Parking be approved, that parking
	anged as per the attached design to extend the bus zone, remove accessible ramp and adjoining accessible parks either side.
	at Taxi rank outside the Theatre Royal Hotel, be approved that for a leatre Royal Hotel be changed to parallel parking with new signs to
7.That the following Item 397.6.3 – Crystal Street p spots in Crystal Street be changed to 4-hour parking	parking sign time modification, be approved that 15 car parking ag. New signs to be installed (design attached).
10 March 2020 – Leisa Bartlett	
Actions in progress.	
Ordinary Meeting of the Council 26 February 2020 False Re	eports
	T NO. 22/20 - DATED FEBRUARY 11, 2020 - MEMBERSHIP OF
SECTION 355 COMMITTEES	11/9
Resolved	
1. That Broken Hill City Council Report No. 22/20	dated February 11, 2020, be received.
2. That Council appoints Mr Wayne Orr as a community representative on the BIU Band Hall Section 355	
Community Committee.	The state of the s
Minute No. 46193	
Councillor B. Licul moved)	That the recommendations of items 22 to 25 be adopted.
Councillor J. Nolan seconded)	
	CARRIED UNANIMOUSLY
10 March 2020 – Leisa Bartlett	
All action taken to adopt Policy. Policy placed on website. COMPLETE	
Ordinary Meeting of the Council 26 February 2020 False Re	eports
	FEBRUARY 18, 2020 - GENERAL MANAGER'S PERFORMANCE
REVIEW - CONFIDENTIAL	16/156
	staffing matter and is deemed confidential under Section 10A(2) ins matters that will involve the discussion of personnel matters
Resolved	
That Mayoral Minute No. 3/20 dated February	18, 2020, be received.
2. That Council note that the General Manager's Performance Appraisal Committee met on Tuesday 14 January	
2020 to review the performance of the General	

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3. That the outcomes of the General Manager Performance review for the period November 2018 to November 2019, be affirmed as 'above satisfactory' based on the assessment of the General Manager Performance Review

That as per clause 8.3 of the General Manager Employment Contract the General Manager's salary package be increased by one and a half percent (1.5%) to reflect market movement and peer relativity within the sector.

Committee meeting held 14 January 2020.

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MEETING

FURTHER REPORT REQUIRED

SUBJECT

- That the adjustment be backdated to the anniversary date of 4 April 2019 and General Manager Mr. James Roncon be formally advised of the outcome of his annual review.
- That the General Manager Review Committee meet to establish and finalise a set of agreed benchmark data metrics to become part of the General Manager performance document.

13 March 2020 - Leisa Bartlett

In progress.

Ordinary Meeting of the Council 26 February 2020

False

Reports

ITEM 31 - BROKEN HILL CITY COUNCIL REPORT NO. 26/20 - DATED FEBRUARY 17, 2020 - T19/5 REQUEST FOR TENDER FOR REPLACEMENT OF AIRPORT FENCING - CONFIDENTIAL T19/5

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

Resolved

- 1. That Broken Hill City Council Report No. 26/20 dated February 17, 2020, be received.
- That Council award the tender to Sunset Group Australia Pty Ltd for the tendered amount of \$525,313.25 (including GST) for the delivery of the airport perimeter fencing project.

10 March 2020 - Leisa Bartlett

Tender awarded.

COMPLETE

Ordinary Meeting of the Council 26 February 2020

False

Reports

ITEM 32 - BROKEN HILL CITY COUNCIL REPORT NO. 27/20 - DATED FEBRUARY 17, 2020 - ENGAGEMENT OF PUBLIC WORKS ADVISORY FOR 2019/20 CAPITAL WORKS PROJECT MANAGEMENT SERVICES - CONFIDENTIAL D20/7183

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

Resolved

- 1. That Broken Hill City Council Report No. 27/20 dated February 17, 2020, be received.
- That Public Works Advisory (PWA) is engaged to Project Manage the design and delivery of Airport lighting, Airport fencing, Sturt Park upgrades to children's playground and Air-conditioning upgrade to six-buildings for a total sum of \$517,200 excl GST.
- That the engagement of Public Works Authority be a Direct Engagement under Section 55 of the Local Government Act 1993.

10 March 2020 - Leisa Bartlett

Tender awarded.

COMPLETE

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FURTHER REPORT

Printed: Thursday, 14 November 2019 4:43:48 PM

SUBJECT **MEETING** REQUIRED Ordinary Meeting of the Council 26 February 2020 ITEM 33 - BROKEN HILL CITY COUNCIL REPORT NO. 28/20 - DATED FEBRUARY 19, 2020 - PROPOSED MAJOR DEVELOPMENT - CONFIDENTIAL (General Manager's Note: This report considers a major development and is deemed confidential under Section 10A(2) (c) (d) 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; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret). Resolved 1. That Broken Hill City Council Report No. 28/20 dated February 19, 2020, be received and noted. That Council set a fee of \$60.00 per tonne for the acceptance of Restricted Solid Waste for the proposed development detailed within the report. 10 March 2020 - Leisa Bartlett Fees and charges amended. COMPLETE Ordinary Meeting of the False Reports Council 26 February 2020 ITEM 34 - BROKEN HILL CITY COUNCIL REPORT NO. 29/20 - DATED FEBRUARY 18, 2020 -CORRESPONDENCE REPORT - CODE OF CONDUCT NO. BHC20190528 AND BHC20190628 - CONFIDENTIAL (General Manager's Note: This report is deemed confidential under Section 10A(2) (i) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440). RESOLUTION Minute No. 46203 Councillor R. Page moved That the matter be deferred to the next Council Meeting. Councillor B. Licul seconded CARRIED UNANIMOUSLY 10 March 2020 - Leisa Bartlett Report has been re-listed for March 2020 Council Meeting. COMPLETE

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COMMITTEE REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 1/20 - DATED MARCH 12, 2020 - SECTION 355 ET LAMB MEMORIAL OVAL COMMUNITY
	COMMITTEE - PROPOSED DISBANDING (12/50)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 41/20 - DATED MARCH 10,
	2020 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER
	RANGES COMMUNITY COMMITTEE MEETINGS HELD TUESDAY, 18
	FEBRUARY 2020 (12/51)319
3.	BROKEN HILL CITY COUNCIL REPORT NO. 40/20 - DATED MARCH 17,
	2020 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE
	MEETING HELD 16 MARCH 2020 (11/53)

ORDINARY MEETING OF THE COUNCIL

March 12, 2020

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 1/20

SUBJECT: SECTION 355 ET LAMB MEMORIAL OVAL COMMUNITY

COMMITTEE - PROPOSED DISBANDING

12/50

Recommendation

- 1. That Broken Hill City Council Report No. 1/20 dated March 12, 2020, be received.
- 2. That Council adopt to disband the Section 355 ET Lamb Memorial Oval Committee and brings its care, maintenance and management under the control of Council operations.
- 3. That Council write to the Chairperson and request that all relevant records and funds be returned to Council.
- 4. That major user groups of the ET Lamb Memorial Oval be encouraged to consider an interest in joining the community committee to allow the Section 355 Community Committee to be reestablished in accordance with Section 355 Asset Manual and Section 355 ET Lamb Oval Community Committee Constitution.
- 5. That the three committee members and Council delegate be notified in writing of Council's decision and acknowledge the important role Section 355 Community Committees play in the Broken Hill community and express Council's appreciation and gratitude for their contribution to the committee and the community.
- 6. That the recent nominee for membership of the Section 355 ET Lamb Memorial Oval Community Committee, Mr Wayne Turley be advised that his nomination has been placed on hold subject to the determination of future management of the ET Lamb Memorial Oval Community Committee; due to the committee failing to meet the required membership guota and governance requirements.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Manuals and Constitutions as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Extracts from Council's adopted Section 355 Asset Committee Manual

Section 2.5 Committee Review

Review of all Section 355 Committees and their structures will be conducted annually in September following presentation of the Committees Annual Reports and Financial Statements

Failure to adhere to and comply with the Section 355 Asset Committee Framework will result in an internal investigation into the operations and conduct of the committee with a full report and recommendation presented to Council.

Committees must be mindful that Council have the authority to disband any non-functioning Committee.

Section 2.6 Committee Disbanding

The Council, by resolution, can disband a Committee at any time for any reason, including:

- To carry out the control of the facility itself;
- If the Committee is not complying with the roles and responsibilities of the Committee; or
- That it no longer requires a Committee for the purpose for which it was established.

In the event membership reduces to fewer than four (4) persons or quorum, Council has established the following guidelines to address this issue:

- if a Committee chooses to remain active, it is given six (6) months to re-establish a viable membership (ie minimum of 4 members); or
- if a Committee or facility becomes inactive or inoperable, the Committee will be dissolved and all responsibilities will be taken over by the designated Council department (in this instance, consideration will need to be given to the long term viability of the facility or function).

The Committee can also recommend to Council that the Committee be disbanded. Upon the Committee being disbanded, assets and funds of the Committee shall, after payment of expenses and liability, be handed over to Council.

Committee members are eligible for re-appointment to committees. Council will advertise for and receive nominations and present nominations to Council per standard practice.

Section 15.3 Ordinary Meetings

There should be minimum of four meetings held each year, however it is recommended that Ordinary Meetings of the Committees occur on a monthly basis to ensure that any outstanding matters are dealt with expeditiously.'

Report:

<u>Background</u>

The term of office for all Committees are aligned to the term of office of the current Council (four years). The Local Government Elections were held in Broken Hill on Saturday, September 10, 2016. All Committee positions were declared vacant two months after the Local Government Election, being November 11, 2016. Council advertised for committee nominations in November and December 2016 and January 2017 as well as encouraging current members to re-nominate. The following is a timeline of committee membership appointments and further advertisements calling for nominations.

19 November 2016, 23 November 2016, 31 December 2016, 7 January 2017, 18 January 2017, 28 January 2017, 1 February 2017	Advertising – Nomination for appointment of representatives to Council's Section 355 Committees; Councillor delegation to ET Lamb Memorial Oval	
28 September 2016	Councillor delegation to ET Lamb Memorial Oval	
	Community Committee – Councillor Dave Gallagher	1
	Council meeting held 28 September 2016	
26 April 2017	Appointment to ET Lamb Memorial Oval Community Committee – Lyndon Pace	2
	Council meeting held 26 April 2017	
27 September 2017	Councillor delegation to ET Lamb Memorial Oval Community Committee – Councillor Dave Gallagher	
	Council meeting held 27 September 2017	
27 June 2018	Appointment to ET Lamb Memorial Oval Community Committee – Paul Kemp	3
	Council meeting held 27 June 2018	
4 September 2018	Advertisement – Barrier Daily Truth	
	Vacant Positions – S355 ET Lamb Memorial Oval Community Committee – seeking nominations	
26 September 2018	Appointment to ET Lamb Memorial Oval Community Committee – Kenneth Dennis	4
	Council meeting held 26 September 2018	
18 October 2019	Advertisement – Barrier Daily Truth	
	Call for Nominations – Section 355 Committees	
14 October 2019	Councillor delegation to ET Lamb Memorial Oval Community Committee – Councillor Dave Gallagher	
	Council meeting held 14 October 2019	
2 March 2020	Committee Nomination – Mr Wayne Turley	

Current Situation

An internal review of all Section 355 Committees commenced in September 2018 following the submission of all annual and financial reports. Since then and to date, Council has no record of any E.T. Lamb Memorial Oval Community Committee meetings being held and the committee is yet to provide Council its annual or financial report documentation.

Ordinary Council 25 March 2020

Since the beginning of this term of Section 355 Community Committees, Council has carried out care and maintenance of the ET Lamb Memorial Oval, from its operational resources and budget.

On 27 November 2019 Council wrote to all current ET Lamb Memorial Oval Community Committee members requesting that contact be made to Council's Strategic Asset Manager, before 10 December 2019 to discuss the future management of the ET Lamb Memorial Oval; or alternatively advise a date for the next committee meeting to be held.

It was advised that if contact had not been made by 10 December 2019, then a report would be presented to Council to consider the future of the E.T. Lamb Memorial Oval Community Committee in accordance with Sections 2.5, 2.6 and 5.13 of the Section 355 Committee Manual.

On 3 December 2019 Paul Kemp contacted Council's Strategic Asset Manager and notified that the committee has not been active, and no committee meetings took place. Other than that, no other phone calls or emails were received by Council.

Future Vision

Given the background and the current situation it is recommended that the ET Lamb Memorial Oval Community Committee be disbanded and formally brought back into Council's operational control for care and maintenance, until such time as full committee membership can be put in place in accordance with Council's adopted s355 Asset Committee Manual and Constitution of the ET Lamb Memorial Oval Community Committee.

Community Engagement:

- Advertising Nomination for appointment of representatives to Council's Section 355 Committees; 19 November 2016, 23 November 2016, 31 December 2016, 7 January 2017, 18 January 2017, 28 January 2017, 1 February 2017
- Advertising Calling for nominations 4 September 2018
- Section 355 Community Committee Inductions 23 October 2017
- Advertising Calling for nominations 18 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

Relevant Legislation:

Section 355 of the Local Government Act 1993

Council's adopted s355 Asset Committee Manual and Constitution of the ET Lamb Memorial Oval Community Committee.

Financial Implications:

Annual subsidies for ET Lamb Memorial Oval Committee are in the current operational budget.

Council will continue to incur operational costs related to the care, maintenance and resources required.

Ordinary Council 25 March 2020

Attachments

- 1. 4 Constitution of ET Lamb Memorial Oval Community Committee
- 2. J Section 355 Asset Committee Manual
- 3. U Nomination Form, Mr Wayne Turley

RAZIJA NU'MAN DIRECTOR CORPORATE

JAMES RONCON GENERAL MANAGER



CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

QUALITY CONTROL		
TRIM REFERENCES	D12/14774 – 12/50	
RESPONSIBLE POSITION	Corporate Responsibility Officer	
APPROVED BY	Council	
REVIEW DATE	July 2020	REVISION NUMBER 8
EFFECTIVE DATE	ACTION	MINUTE NUMBER
6 October 2004	Adopted	40741
29 March 2006	Amended	41709
29 November 2006	Amended	42070
31 January 2007	Amended	42126
28 March 2007	Amended	42190
25 February 2009	Amended	42918
31 July 2013	Amended	44407
29 March 2017	Adopted	45508

1. INTRODUCTION

1.1 The E.T. Lamb Memorial Oval Community Committee is a Section 355 Asset Committee established by Council under Section 355 of the Local Government Act.

2. COMMITTEE OBJECTIVE

- 2.1 To undertake an advisory role in respect of the care, maintenance, repair, beautification, improvement and management of the Oval; the Committee shall liaise with Council through a Contact Officer or current Councillor Representative/s on the Committee, in respect of proposed projects.
- 2.2 To carry out works as approved by Council.
- 2.3 To maintain a record of bookings of the Oval and its facilities in diary form and produce such a book for the inspection of Council upon request.

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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- 2.4 To provide access to the Oval and its facilities for use by citizens of and visitors to Broken Hill without distinction.
- 2.5 To allow any regular user of the Oval to erect structures under such conditions as the Committee shall see fit, provided that no such agreement shall be concluded without the approval in writing of the Council; so that Council's insurers are aware of the event activity.
- 2.6 To ensure a copy of current rules of use of the Oval and its facilities and the current schedule of fees and charges are exhibited in an appropriate public place at the sportsground.
- 2.7 To recommend to Council the making of rules or setting of any fees and charges, none of which to be implemented without formal approval by Council.

3. COMMITTEE NAME

3.1 The Committee shall be called the E.T. Lamb Memorial Oval Community Committee.

4. COMMITTEE ASSET LOCATON AND ADDRESS

- 4.1 The Committee shall manage and maintain the E.T. Lamb Memorial Oval, situated at 125 Boughtman Street.
- 4.2 The postal address of the Committee will be "to be advised" and alternatively c/- PO Box 448, Broken Hill NSW 2880.



CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

5. COMMITTEE DELEGATION

Committees are responsible for the tasks delegated by Council which may include letting, cleaning, maintenance, minor repairs and operations.

- 5.1 To oversee and conduct the necessary duties of watering, weeding and lawn edging, sundry repairs and maintenance to watering systems and fixtures.
- 5.2 To present the Oval at a standard of appearance that is satisfactory to the community.
- 5.3 To provide a satisfactory service to users of the Oval and to advise Council promptly of safety and maintenance concerns.
- 5.4 To request Council assistance in removal of dead trees and any other task that requires the use of high risk power tools such as chainsaws.
- 5.5 To recommend to Council an annual works maintenance program and any special projects proposed by the Committee.
- 5.6 To co-opt additional members from time to time, at its discretion, to provide specialist advice or assistance at nil cost and without voting rights.
- 5.7 To recommend to Council any fees and charges for use of the Oval, each financial year for Council's consideration.
- 5.8 To accept all bookings for use of the Oval and keep all necessary records in respect of same.
- 5.9 To ensure that all Committee members abide by all of Council's Work, Health and Safety requirements, that all designated personal protective equipment (e.g. gloves, safety glasses) required by Council are used; and to ensure that safety procedures for use of the Sportsground are monitored.
- 5.10 To bring to Council's attention by way of recommendation through the Council or his/her delegate any item requiring a policy decision outside the authorised delegation of the Committee.

6. RESTRICTION OF DELEGATION

The Committee may not make decisions concerning the following:

- 6.1 The employment of staff. Committees may not have paid employees as this authority cannot be delegated under Section 355 of the Act. Volunteers will be covered by Council Insurance where they are registered with the committee and where they have acted in good faith and lawfully within this instrument of delegation and schedules.
- 6.2 Fixing of charges or fees (the Committee may submit recommendations for approval to Council in relation to the fixing of charges and fees for the use of the facility under its control).
- 6.3 Borrowing any monies.
- 6.4 The sale, lease or surrender of any land or other property vested in its care under the provision of the Act (as amended).
- 6.5 The acceptance of tenders which are required to be called by Council, i.e. in excess of Council's discretionary tender threshold (currently \$100,000 GST inclusive).

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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- 6.6 Formation of submissions to government policies or implementation of policies without the prior written consent of Council.
- 6.7 The payment or making of any profit, gain or gift, to or by its members as well as allowance or travelling expenses incurred whilst attending committee meeting.
- 6.8 The carrying out of any works on or to the facility including alterations, reconstruction or construction without the prior written consent of Council (this does not include minor maintenance work).
- 6.9 As a voluntary Committee, members do not receive payment for their services. The Committee may by resolution reimburse the Secretary for phone calls and postage made in relation to the hire of the facility. No other payment is to be made to Committee members without the prior written approval of Council.
- 6.10 Unreasonably withholding consent for the letting of the facility to any organisations which agreed to comply with and adhere to the rules adopted for the use of the facility, providing an acceptable letting period is available.
- 6.11 Vote on monies for expenditure on the works, services or operations of Council.
- 6.12 The exercise by the Committee of its powers and functions will be subject to such limitations and conditions as may from time to time be imposed by law, specified by resolution of the Council or in writing by the General Manager to the Committee. The Committee will observe any rules and regulations made by Council, in relation to the facility/ function under its management and control.
- 6.13 If at any time the Committee is deemed to be functioning outside the limits of its powers as described herein, all powers may be revoked by written notice to the Committee signed by the General Manager or his/her representative.

7. COMMITTEE VS COUNCIL RESPONSIBILTY

ITEM	COMMITTEE	COUNCIL
EXTERNAL		
Walls – structure and cladding	Inspection and reporting of defects	Repair and replacement
Walls – finishing	Cleaning, removal of graffiti	Painting and resurfacing
Water supply and fittings – taps and valves	Maintenance and lubrication Inspection and reporting of defects Replacement of washers	Repair and replacement
Water supply and fittings – pipe works	Inspection and reporting of defects Securing off in emergency	Repair and replacement
Plumbing – sewerage lines and septic	Inspection and reporting of defects Emergency unblocking or make safe repairs	Repair and replacement
Guttering, down pipes, waste pipes and drains	Inspection and reporting of defects Clear foreign objects, blockages, mud etc.	Repair and replacement
External roofs, guttering and flashing	No responsibility	Repair and replacement
Skylights	No responsibility	All maintenance and repair as required

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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Light globes and fittings	Replacements of globes no higher than two meters above head height	Replacement of any street lighting or light fittings Replacement of globes two meters above head height
Doors, including door hardware	Immediate securing where damaged	Repair and replacement
Windows – flywire screening	All regular cleaning and maintenance	Repair and replacement
Windows – frames and locks	Inspection and reporting of defects Lubrication of hardware	Repair and replacement
Windows – glazing	All regular cleaning and maintenance Immediate securing if broken	Repair and replacement
Locks and security systems	Maintain key register Replace keys and locks not on Council Key Register Immediate securing of building if damaged Minor lubrication of locks Engage security service if required	Purchase, installation, service and maintenance where compatible with Council's Key Register
	INTERNAL	
Internal walls and ceilings – fabric	Inspection and reporting of defects	Repair and replacement
Internal walls – painting	Cleaning	Painting and resurfacing
Ceilings – structure	Inspection and reporting of defects	Repair and replacement
Ceilings – surfacing	Inspection and reporting of defects	Repair and replacement
Floor structure	Inspection and reporting of defects	Repair and replacement
Floor surfaces and coverings	All regular cleaning and maintenance	Repair and replacement
Doors (including cupboards, doors and door fittings)	Regular cleaning Lubrication of hardware	Repair and replacement
Windows – curtains and blinds	Regular cleaning and minor repair	Replacement
Internal electrical wiring and fittings	Make safe immediately	Repair and replacement
Light globes	Replacement of globes	Replacement of globes where Committee risk assessment unable to manage risk
Light fittings	Inspection and reporting of defects	Repair and replacement
Water supply and fittings	Maintenance and lubrication Inspection and reporting of defects Replacement of washers	Repair and replacement
Internal plumbing – pipes, cisterns, toilet bowls. Hand basins, sinks	Minimise any leakage and further damage	Repair and replacement
Heating, air-conditioning fixtures, hot water systems,	Payment of all gas, water and electricity bills, and	Repair and replacement

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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appliance	inspection and reporting of defects and services	
Consumables to kitchens, toilets and bathrooms	Supply and replenish	No responsibility
Sanitary disposal	Supply and maintain	No responsibility
Telephone services (where provided)	Payment of all connection, service and use accounts, ensure lines remain operational	No responsibility
	ESSENTIAL SERVICES	
Testings and tagging of electrical cords	Regular visual inspections. Remove damaged items from service. Arrange testing and tagging of electrical cords by an Licensed Electrician (or competent person) every two years or at Council's direction	Pay for all testing and tagging. Audit of currency of tags as part of regular inspections
Emergency lighting / exit signs	Inspection and reporting of defects	Six monthly testing Repair and replacement
Evacuation plan	Display prominently	Prepare in consultation with Committee
Paths of travel	Inspect and maintain clear paths of travel at all times Check all door handles on paths of travel	Audit according to regulations
All other Essential Safety Measures	No responsibility	All responsibility
	SURROUNDS	
Paths and paved areas	Inspection and reporting of defects	Repair and replacement
Fencing and gates	Inspection and reporting of defects Lubrication of hardware Maintain key register	Repair and replacement
Nature strips and grassed areas	Mowing and regular reseeding	Returfing
Sport fields and playing surfaces – watering	Water to maintain playable standard	Provide advice
Sports fields and playing surfaces	Minor maintenance, inspection and reporting of defects	Major repairs
Sports fields and playing surfaces – other	Inspection and reporting of defects	Construction, repair and replacement, annual seasonal renovation
Irrigation systems	Maintenance and minor repairs	Major repairs and replacement
Garden beds and shrubs	Watering, fertilising, maintenance, replanting and keeping tidy	Construction and refurbishment
Trees	Inspection and reporting of defects Minor pruning, feeding and watering	Planting and major pruning Tree removal
Outdoor furniture	Inspection and reporting of defects	Repair and replacement

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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	Cleaning	
Internal roadways and car parks	Inspection and reporting of defects Maintain fee of obstructions	Construction, repair and resurfacing, signage
Facility perimeter signage	Inspection and reporting of defects	Installation, repair and replacement
Light towers	No responsibility	Total responsibility for purchase, installation, utility costs, repairs and maintenance
Australian rules football goal posts and nets	Inspection and reporting of defects	Repair and replacement
All other goals and nets	Total responsibility	No responsibility
Nets and goal posts	Total responsibility	No responsibility
Sports surface line marking	Complete as required	No responsibility
Fire prevention works	Remove all flammable materials from around buildings	Audit according to regulations
Hazardous substances and dangerous goods storage	Responsible for storing to relevant Work Health and Safety Standards	Audit according to regulations

8. STRUCTURE AND MEMBERSHIP

- 8.1 The Committee shall consist of thirteen (13) members to be appointed by resolution of the Council, such members to be nominated in the following manner:
 - At least one (1) Councillor representative
 - Allowance for one (1) representative per user group
 - Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by executive).
- 8.2 Relevant Council staff can be invited by the Committee to provide information and technical advice on any upcoming Agenda items.
- 8.3 Council reserves the right to amend the number of Committee members and category of representation.

9. TERM OF APPOINTMENT

9.1 The term of a committee is the same term as the elected Council.

10. PRINCIPAL SPOKESPERSON

- 10.1 The principal spokesperson for the Committee shall be the Chairperson.
- 10.2 The Chair may authorise other members to speak on behalf of the Committee, where deemed necessary and / or appropriate

11. MEETINGS

11.1 There should be minimum of four meetings held each year, however it is recommended that Ordinary Meetings of the Committees occur on a monthly basis to ensure that any outstanding matters are dealt with expeditiously.

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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11.2 There should be one Annual General Meeting held per year, at which the Committee will appoint its executive.

12. REPORTING REQUIREMENTS

- 12.1 Annual Report Committees are to provide Council with an Annual Report inclusive of financial statements by the third (3rd) week in August each year.
- 12.2 Finance Reports Committees are to provide Council with financial statements by third (3rd) week in August each year.

Financial Statements are to include the following information:

- Profit & Loss Statement
- Balance Sheet
- Supporting documentation as per clause 10.13 of the Se4ction 355 Asset Committee Manual
- 12.3 Quarterly GST Reporting Quarterly GST Reporting is to include the following information:
 - A profit and loss statement
 - A balance sheet
 - Completed Business Activity Statement (BAS)
- 12.4 Term Report A Term Report will be prepared by the outgoing Committee in a Local Government Election year, on the achievements of the Committee over its four year term and forwarded to Council by the third (3rd) week in August.

13. RECORDS

- 13.1 The Committee is required to keep all proper records.
- 13.2 Minutes of each meeting shall be submitted to Council within fourteen (14) days of the meeting.

14. FRAMEWORK

- 14.1 The Committee will comply with all provisions of Section 355 Local Government Act 1993 (Committees), Section 377 Local Government Act 1993 (Delegations), and Section 441-443 Local Government Act 1993 (Pecuniary Interest).
- 14.2 The Committee will comply with all provisions of Council's Section 355 Asset Committee Framework.

15. REVIEW

- 15.1 Review of all Section 355 Committees, their structures, Framework and including Constitutions will be conducted annually in September following presentation of the Committees Annual Reports and Financial Statements.
- 15.2 Constitutions will be reviewed by Council following each Local Government General Election (4 yearly), by General Manager.

16. DEFINITIONS

"Council" shall mean Broken Hill City Council.

"Committee" shall mean the E.T. Lamb Memorial Oval Community Committee.

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE

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SECTION 355 ET LAMB MEMORIAL OVAL COMMUNITY COMMITTEE - PROPOSED DISBANDING

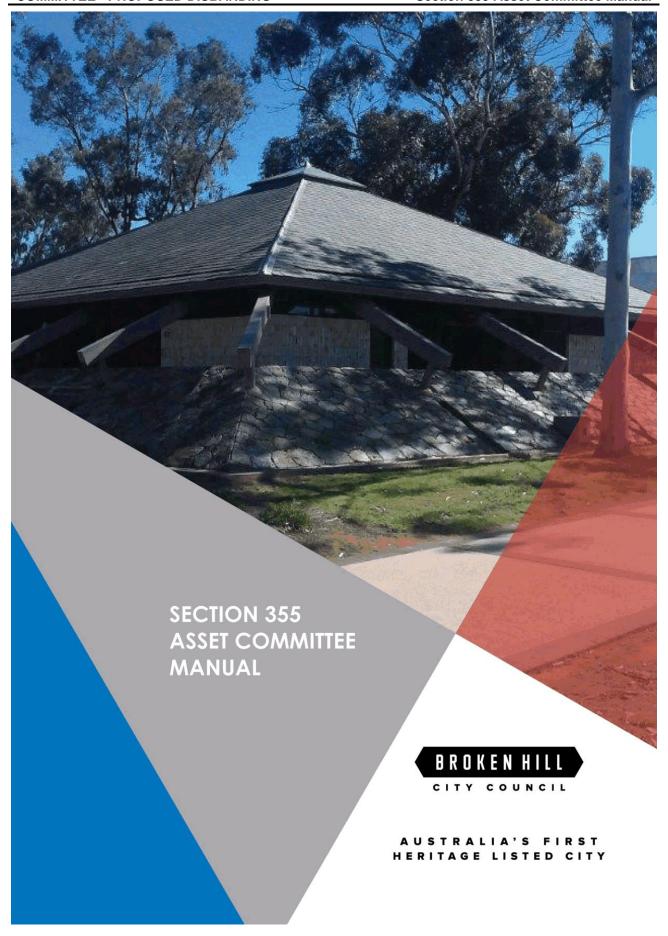
Attachment 1
Constitution of ET Lamb Memorial
Oval Community Committee

"Executive" shall mean the Chairperson, Deputy Chairperson, Secretary and Treasurer of the Committee.

"User Group" shall mean organisations which are granted use of any portion of the facility on a license, annual, seasonal or longer term basis.

"Oval" shall mean the E.T. Lamb Memorial Oval.

CONSTITUTION OF THE E.T. LAMB MEMORIAL OVAL COMMUNITY COMMITTEE





QUALITY CONTROL		
KEY DIRECTION	4 Our Leadership	
OBJECTIVE	4.3 We Unite to Succeed	
FUNCTION	Leadership & Governance	
STRATEGY	4.3.1.2 Support Council's sec undertaking their duties with	
FILE REFERENCE NO	16/94 TRIM No	D12/8812
RESPONSIBLE OFFICER	Corporate Responsibility Off	icer
REVIEW DATE	June 2018	
DATE	ACTION	MINUTE No
October 2012	Document Developed	N/A
23 January 2013	Adopted	44210
8 July 2013	Amended Section 6.5	N/A
March 2017	Document Revised	N/A
29 March 2017	Adopted	45508
NOTES	Copies of the all plans and policies mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au	
ASSOCIATED LEGISLATION	Section 355 Local Government Act 1993 (Committees) Section 377 Local Government Act 1993 (Delegations) Section 441 443 Local Government Act 1993 (Recupiers)	
ASSOCIATED COUNCIL POLICIES	Asset Management Compliance & Enforcement Code of Conduct Drug & Alcohol Free Workplace Equal Employment Opportunity Purchasing Smoke Free Playgrounds and Sporting Reserves Working in Hot Conditions, Skin Cancer and Employee Clothing Workplace Smoking	
ASSOCIATED DOCUMENTS	Community Strategic Plan 2033 Long Term Financial Plan 2017-2026 Delivery Program 2014-2017 Schedule of Fees and Charges 2016-2018 Committee Constitutions Section 355 Asset Committee Template Guide	

Section 355 Asset Committee Manual

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INTRODUCTION

1. INTRODUCTION

1.1 What is the Section 355 Asset Committee Framework?

The Section 355 Asset Committee Framework is a comprehensive suite of documents that together provides the rules and guidelines a committee must abide by.

The Section 355 Asset Committee Framework includes:

- Section 355 Asset Committee Manual
- Committee Constitution
- Section 355 Asset Committee Template Guide

1.2 The Section 355 Asset Committee Manual

The Section 355 Asset Committee Manual outlines:

- Management and maintenance responsibilities;
- Clear and concise guidelines to assist committees to adequately carry out their duties on behalf of Council;
- Functions and operations of community facilities and programs; and
- Clarifies Council's and Committee Member's roles in this partnership.

Upon Council's formal approval of a Section 355 Committee and approval of committee memberships, all committee members are required to adopt and adhere to the conditions set out in the Framework.

The provisions of the Framework after its initial adoption by Council may only be varied or amended by written order of the General Manager.

1.3 The Committee Constitutions

Council sets out its delegation of the Committee in a Constitution formally adopted/amended at a formal meeting of Council.

Constitutions will be reviewed by Council following each Local Government General Election (4 yearly), by Council resolution, at the request of the Committee or at the discretion of the General Manager.

1.4 The Section 355 Asset Committee Template Guide

The Section 355 Committee Template Guide provides an overview of templates to use for:

- Nomination Form
- Ordinary and Extraordinary Meeting Agenda
- Annual General Meeting Agenda
- Ordinary and Extraordinary Meeting Minutes
- Annual General Meeting Minutes
- Annual Report
- Finance Report
- Term Report
- Works Request
- Asset Inspections Checklist

The Section 355 Advisory Committee Template Guide applies to both Advisory Committees and Asset Committees.

1.5 Scope

This Framework applies to all Section 355 Asset Committees.

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1.6 Legislative Requirements

There are a number of legislative requirements that s355 Committees of Council must adhere to.

Section 355 Local Government Act (Committees)
Section 377 Local Government Act (Delegations)
Section 441-443 Local Government Act (Pecuniary Interest)

Related Legislation can be viewed by visiting www.legislation.nsw.gov.au

1.7 Council Policies

All committee members must adhere to Council adopted policies including:

- Asset Management
- Compliance & Enforcement
- Code of Conduct
- Community Assistance Grant Policy
- Drug & Alcohol Free Workplace
- Equal Employment Opportunity
- Procurement Policy
- Records Management Policy
- Risk Management Policy
- Smoke Free Playgrounds and Sporting Reserves
- Tree Management Policy
- Volunteers
- Working in Hot Conditions, Skin Cancer and Employee Clothing
- Workplace Smoking
- Workplace Health and Safety Policy

Council policies are available on Council's website www.brokenhill.nsw.gov.au

1.8 Code of Conduct

All committee members must abide by Council's Code of Conduct.

A copy of Council's Code of Conduct will be provided to all committee members at the commencement of their term of office. On the occasion that Council reviews and amends this document, revised copies will be provided to all committee members.

1.9 Community Strategic Plan

This Framework has been developed to support the achievement of:

Key Direction 1: Our Community Key Direction 4: Our Leadership

The Community Strategic Plan is available on Council's website www.brokenhill.nsw.gov.au

Section 355 Asset Committee Manual

WHAT IS A COMMITTEE?

2. WHAT IS A COMMITTEE?

2.1 What is a Section 335 Committee?

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.

Under the Local Government Act 1993 Council is able to delegate some of its functions to a Committee of Council. Council uses this delegation and appoints community members to manage its facilities or functions through a Section 355 Asset Committee.

Section 355 allows Council to exercise a function of Council and Section 377 allows Council to delegate functions of Council.

2.2 Why Does Council Have Section 355 Asset Committees?

Committees provide a mechanism by which interested persons can have an active role in the provision/management of Council facilities or services. This provides a two-fold benefit by giving protection to the Committee operating under the banner of Council, and by providing Council with assistance in the carrying out of its functions.

As the Committee are acting on behalf of Council, it is important to uphold the principles of equity, accessibility and inclusivity, providing for the whole community.

Hiring a facility is central to the purpose of the Committee. Making the facility readily accessible to the community, whilst at the same time, raising funds for its maintenance and future improvements are some of the main objectives of the Committee.

2.3 How are Section 355 Asset Committees Established?

Committees are established under Section 355 of the Act, with delegations from Council under the provision of Section 377 of the Act.

Requests for new committees must be presented to Council with a Business Plan for consideration.

Committees are established by resolution of Council. The formation of Committees is entirely at the discretion of the Council.

All Councillor Representatives must be formally appointed by Council.

All Community Representatives must be formally appointed by Council

2.4 What happens once a Committee is established?

Council will write to the Councillor Representatives appointed to each Committee advising them of the new members and their contact details.

Councillors will be encouraged to call the initial meeting of the Committee, at which the Executive will be appointed. Following initial appointment, Council will arrange induction training.

2.5 Committee Review

Review of all Section 355 Committees and their structures will be conducted annually in September following presentation of the Committees Annual Reports and Financial Statements.

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Failure to adhere to and comply with the Section 355 Asset Committee Framework will result in an internal investigation into the operations and conduct of the committee with a full report and recommendation presented to Council.

Committees must be mindful that Council have the authority to disband any non-functioning Committee.

2.6 Committee Disbanding

The Council, by resolution, can disband a Committee at any time for any reason, including:

- To carry out the control of the facility itself;
- If the Committee is not complying with the roles and responsibilities of the Committee;
- That it no longer requires a Committee for the purpose for which it was established.

In the event membership reduces to fewer than four (4) persons or quorum, Council has established the following guidelines to address this issue:

- if a Committee chooses to remain active, it is given six (6) months to re-establish a viable membership (ie minimum of 4 members); or
- if a Committee or facility becomes inactive or inoperable, the Committee will be
 dissolved and all responsibilities will be taken over by the designated Council
 department (in this instance, consideration will need to be given to the long term
 viability of the facility or function).

The Committee can also recommend to Council that the Committee be disbanded. Upon the Committee being disbanded, assets and funds of the Committee shall, after payment of expenses and liability, be handed over to Council.

Committee members are eligible for re-appointment to committees. Council will advertise for and receive nominations and present nominations to Council per standard practice.

Section 355 Asset Committee Manual

COMMITTEE MEMBERSHIP

3. COMMITTEE MEMBERSHIP

Council aims to appoint Committees which are representative of the local community or interest group of the particular service/facility.

3.1 When are committees appointed?

Committees are appointed every 4 years, within 6 months of a Local Government General Election.

3.2 Term of Membership

The term of a committee is the same term as the elected Council.

Members must nominate for re-election following each Local Government General Election if they wish to remain on the committee.

A calendar of events in shown below:

ACTION	TIMEFRAME
Letter to committee secretaries advising of: upcoming elections upcoming declaration of vacant positions provision of nomination form for interested existing members to renominate for a position	August
Local Government Election	September
Advertise for community representation on the Committee 6 weeks after the Local Government Election	October
Positions are declared vacant 6 weeks after the Local Government Elections	October
All councillor representatives must be formally appointed by Council	October
Letter to committee secretaries advising of: • Councillor representatives	October
All community representatives must be formally appointed by Council	October – March*
Letter to committee secretaries advising of: • New committee members and their contact details	October – March*
Letter to committee secretaries advising of: • Induction training	March – April*
Induction training for all committee members	March – April*

^{*} If insufficient nominations are received, Council will advertise again for nominations. If sufficient nominations are received, actions may be completed earlier.

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3.3 Membership

The Committee membership should generally reflect the community organisations which utilise the function/facility, and must be open to representatives of user groups and interested community members. Equal representation of each user group is recommended.

The Committee shall generally consist of:

- One (1) member of each organisation which is granted use of any portion of the facilities on a license, annual, seasonal or longer term basis.
- A number of community representatives as detailed in the committee constitution.
- Councillor representatives appointed by Council annually in September

3.4 Membership Criteria

To hold office, be responsible for the management of a Council facility, and be entitled to vote and take part in meetings, all applicants will be assessed against a set of criteria and appointed by Council.

The criteria is:

- Be aged 18 years or over; and
- Have established ties to the Broken Hill community, and
- Be a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council; and
- Experience (professional, amateur, volunteer) working in either: venue management, event management, conference organising, music promotion, theatre production, design, marketing, or related technical areas such as accounting, managing people or business, community services or groups or fundraising, horticulture, sports.; and
- A commitment to the activities of the Committee and a willingness to be actively involved in Committee issues is essential.

Council must also appoint new members before they are able to vote and take part in meetings of the Committee.

3.5 Membership Fees

Members of Committees are volunteers and therefore do not receive payment for services.

Fees are not to be charged for Membership of the Committee.

Payment to a Committee Member is not permitted except for out of pocket expenses. This will only occur for the Booking Officer relating to telephone and postage reimbursement. Any other requests for payment to Committee members must be referred to Council for approval.

3.6 Member Vacation of Office

A person shall cease to be a member of a Committee if the:

- member becomes bankrupt;
- member resigns from office by notification in writing to the Committee and Council;
- member is absent for three (3) consecutive meetings without leave from meetings of the Committee;
- Council passes a resolution to remove the member from the Committee:
- if the member fails to comply with Council's Code of Conduct;
- member holds any office of profit under the Committee;
- member fails to disclose any pecuniary interest in any matter with which the Committee is concerned and takes part in the consideration, discussion or votes on any question relating to the matter and for the purposes of this provision "pecuniary interest" has the same meaning given to that term in Section 442 of the Act;
- member while holding that office is convicted of an offence referred to part 4 of the Crimes Act 1900 (offences relating to property);
- while serving a sentence (whether or not by way of periodic detention) for a felony or other offence, except a sentence imposed for a failure to pay a fine;

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- member is prohibited by Order under Section 230 of the Corporations Law from managing a corporation within the meaning of that Section;
- · member becomes a mentally incapacitated person; or
- upon the death of a member.

Resignations, or a Committee member ceasing to hold office because of any one of the above circumstances, will be reported to Council for information and any action if required.

3.7 Procedure for Resigning from the Committee

Where a member of a Committee resigns a written resignation will be presented to the Committee and forwarded to the General Manager.

Upon receipt of a resignation from a committee member, Council will call for nominations for the committee vacancy in the community and any nominations received will be presented at the next available Council meeting for appointment.

3.8 Committee Member Rights

All committee members have the right:

- To work in a healthy and safe environment;
- To be adequately covered by insurance;
- To be provided with sufficient training to undertake their role.

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COMMITTEE STRUCTURE

4. COMMITTEE STRUCTURE

4.1 How is a committee structured?

Committees consist of office bearers (also known as the Executive) and other Committee members. The Committee elects their own office bearers at its first meeting of the committee term and thereafter at each Annual General Meeting.

Office bearers are elected for a 12 month period. Particulars of all appointments must be notified in writing to Council as soon as possible after appointment is made, including committee position, name, address, contact details and the user group represented (if any).

The Committee Executive will consist of:

- Chairperson
- Deputy Chairperson
- Secretary
- Treasurer

TIPS FOR A WELL FUNCTIONING COMMITTEE

- · Schedule meetings to suit all
- Share a big picture/ vision for the venue
- Develop the venue and extend its use
- Share the load don't let one or two people burn out
- Seek out new activities, new ways to engage with the community
- Brand and visibility are important get out there
- Common goals, structured meetings, good minutes, regular meeting attendance
- Keep on top of reports

The Committee may, from its own members, elect a Grounds/Building Committee, groundsman or caretaker to handle the allocation and/or maintenance of grounds or other sub-committees necessary to handle a specific function or report on a specific issue.

A maximum of two relatives of any one family can be office bearers on the same Committee at the same time.

Each member of the Executive shall hold the position on the Executive for a period of twelve (12) months from the date of the appointment at the Annual General Meeting or on the expiration of the Constitution, whichever occurs first.

4.2 Committee roles and responsibilities

The Executive do not have greater decision making powers than other Committee members, other than the Chairperson who has a casting vote in the event of a tied vote.

Whilst the Executive usually have defined roles, each Committee member plays an important part in the functioning of the Committee. Office bearers must have access to a computer, have basic computer skills and be able to use email as a major form of communication.

Where a Councillor is a member of the Committee and that Councillor indicates that he or she wishes to be Chair of the Committee, that Councillor shall be the Chair of the Committee. Where no Councillor expresses a desire to be Chair of the Committee any other member of the Committee willing to accept appointment as Chair of the Committee, any such person may, by a vote of the majority of the members of the Committee, be appointed Chair of the Committee.

4.2.1 Chairperson

The Chairperson (or Deputy Chairperson) is responsible for:

- Chairing meetings of the Committee;
- Acting as the official representative of the Committee;
- Acting on behalf of the Committee in an emergency or urgent situation;
- Assisting in direction, forward planning and vision for the committee; and

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 Further specific meeting related tasks as outlined in Section 15.14.1 "Roles of the Executive - Chairperson".

4.2.2 Deputy Chairperson

The Deputy Chairperson is to undertake the role of the Chairperson if the Chairperson is not available and those responsibilities outlined in 4.2.1 Chairperson.

4.2.3 Secretary

The Secretary is responsible for:

- Correspondence to and from the Committee;
- · Notifying all members of meetings;
- Issuing the Agenda with any instructions from the Chairperson;
- · Taking and distributing meeting minutes;
- · Forwarding minutes and reports to Council;
- Ensuring there is a flow of information to and from the Committee;
- Ensuring that official files and records are kept and maintained;
- Assisting the Chairperson with finalisation of Annual and Term Reports;
- Further specific meeting related tasks as outlined in Section 15.14.2 "Roles of the Executive - Secretary";
- · Liaise with all booking applicants;
- Arrange all booking forms and ensure they are completed as required; and
- Arrange payment of all bookings, including any refunds of booking bonds;

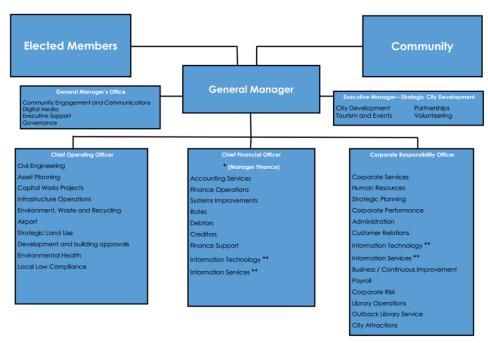
4.2.4 Treasurer

The Treasurer is responsible for:

- Handling the movement of money within the Committee;
- · Recording income and expenditure; and
- Assisting with preparation and finalisation of financial reports when required.

COUNCIL STRUCTURE

5. COUNCIL STRUCTURE



5.1 Council Staff Roles and Responsibilities

5.1.1 General Manager

The General Manager is responsible for:

- The efficient and effective operation of the Council's organisation;
- The oversight of all functions and Committees of Council;
- Ensuring the implementation, without undue delay, of decisions of the Council;
- To manage the Council on a day-to-day basis and to direct staff; and
- To exercise such of the functions of the Council as are delegated by the Council to the General Manager

5.1.2 Ex-officio Members

The General Manager may appoint at least one Council Officer (Committee specific Council Officer) to serve as ex-officio (non-voting) members of each committee to provide advice to the Executive, where requested by the Committee or at the discretion of the General Manager. The ex-officio member may change at any time.

5.1.3 Council Public Officer

The Public Officer:

- may deal with requests from the public concerning Council's affairs;
- has the responsibility of assisting people to gain access to public documents of Council;
- may receive submissions made to Council;
- may accept service of documents on behalf of Council;
- may represent Council in any legal or other proceedings;

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- has such other functions as may be conferred or imposed on the Public Officer by the General Manager or by or under the Act; and
- is subject to the direction of the General Manager.

5.1.4 Council Contact Officer

Council will assign all Committees a Council Officer to act as a Contact Officer, who will be responsible for:

- Developing, implementing and maintaining the Committee Framework;
- Advertising for nominations to the Committees;
- Providing overall direction and advice to the management of Committees;
- Organising and providing induction to Committees;
- Organising ongoing training and development to Committees;
- Developing tools and templates to assist the operations of Committees; and
- Act as a single point of contact at Council to liaise internally with other relevant staff regarding:
 - o Technical advice to the Committees
 - o Maintenance for Assets in conjunction with Committee
 - Purchasing supplies for Committees

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COUNCIL AND COMMITTEE RESPONSIBILITIES

6. COUNCIL AND COMMITTEE RESPONSIBILITIES

6.1 Council Responsibilities

- Funding Major Improvement
 - Funding and erection of all major improvement works in accordance with Council's adopted Plan of Management for Open Space, Asset Management Plans and availability of funds.
- Insurance:
 - The Council shall fully insure all buildings and all fixtures, fittings, and contents (other than those of hirers).
- Insurance of Committee Members:
 - The Council shall insure the Committee.
- Fees and Charges:
 - The Council shall consult with the Committee regarding any proposed variation of hire, membership fees or other charges proposed for the ensuing year (commencing 1 July) by 31 January in each year. Fees and charges will be endorsed by Council as part of the Operational Plan and take effect 1 July each year.
- Improvement Recommendations:
 - The Council shall consider with its annual budget process all improvements suggested by the Committee. These improvement recommendations must be submitted to the General Manager no later than 31 January each year.
- Training of Committees:
 - Initial training outlining committee structure and requirements, member roles, member and Council responsibilities, and Code of Conduct will be arranged and conducted by Council, at the commencement of the four year term of office
 - Other relevant training will be offered where appropriate.

Management of the facility is delegated to the Committee by Council as specified in the Committee Constitution. Whilst the Committee has control over the facility, Council may exercise overriding authority and may revoke the powers of the Committee.

6.1.1 Induction Training

Council will provide all Committee members, as volunteers, an induction program, provided locally at no cost to the member.

Induction training will provide an overview of committees, member requirements and responsibilities, Council responsibilities, Code of Conduct, Risk and Insurance, Workplace Health and Safety, and any other information or topics Council deems relevant.

6.1.2 Ongoing Training

Ongoing training will be provided to all committee members as it is made available, whether provided by Council or a third party.

6.2 Asset Committee Responsibilities

Committees are responsible for the tasks delegated by Council which may include letting, cleaning, maintenance, minor repairs and operations.

- Care includes:
 - Duty of care to ensure the health, safety and welfare of persons using the facility or participating in a function of the Committee.
 - Maintaining the facility and protecting the physical assets from damage, misuse and deterioration.

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- o The Committee will ensure that the facility is kept secure at all times.
- Advising Council of any potential insurance risk that may arise in regard to buildings and users.
- o Ensuring sufficient and equitable access of the facility by the community.
- Ensure that all users of the facility execute the hirer agreement and indemnity prior to any use of the facility.

• Control includes:

- Holding regular meetings with a copy of recorded minutes submitted to Council within 14 days of each meeting, for endorsement.
- Submitting an annual report of activities to Council by the third (3rd) week in August each year.
- o Recommending hire fee structures and charges for determination by Council.
- o Administering and overseeing the use of the facility by other groups.
- o Clearly defining the role of officer bearers and committee members.
- Submitting an estimate of income and expenditure for the period, that is, estimated revenue from fees and charges and suggested program of works or events for each financial year.
- Submitting a current list of all contents of Council buildings/facilities directly in the control of the Committee (not user groups) for inclusion in Council's Insurance Policy, by 31 January each year.
- Maintaining a Post Office Box and email account to which all correspondence will be forwarded; or advising Council of a street address for the forwarding of all correspondence.
- Submitting a current list of all Committee members including the address and phone number to Council immediately following any change to Committee membership details.
- Submitting the names of office bearers to Council following the first meeting for the term and after the Annual General Meeting.

Operation includes:

- Ensuring that all written material provided to potential hirers or used to promote the facility or program acknowledges the Council, including display of the Council's logo.
- o Ensuring that the standard hire forms including Terms and Conditions are used.
- Being aware of, and involved in, appropriate community activities, which are compatible with the goals of the facility.
- Developing and updating long term plans.
- Recommending policies and procedures, which contribute, to the effective management of the facility.
- Being accountable to the community and the Council for the Committees actions and initiatives in respect of the facility.

The Committee may not make decisions concerning the following:

- The employment of staff. Committees may not have paid employees as this authority cannot be delegated under Section 355 of the Act. Volunteers will be covered by Council Insurance where they are registered with the committee and where they have acted in good faith and lawfully within this instrument of delegation and schedules.
- Fixing of charges or fees (the Committee may submit recommendations for approval
 to Council in relation to the fixing of charges and fees for the use of the facility under
 its control);
- · Borrowing any monies;
- The sale, lease or surrender of any land or other property vested in its care under the provision of the Act (as amended);
- The acceptance of tenders which are required to be called by Council, ie in excess of Council's discretionary tender threshold (currently \$100,000 GST inclusive);
- Formation of submissions to government policies or implementation of policies without the prior written consent of Council;

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- The payment or making of any profit, gain or gift, to or by its members as well as allowance or travelling expenses incurred whilst attending committee meeting;
- The carrying out of any works on or to the facility including alterations, reconstruction
 or construction without the prior written consent of Council (this does not include
 minor maintenance work);
- As a voluntary Committee, members do not receive payment for their services. The
 Committee may by resolution reimburse the Secretary for phone calls made in relation
 to the hire of the facility. No other payment is to be made to Committee members
 without the prior written approval of Council;
- Unreasonably withholding consent for the letting of the facility to any organisations
 which agreed to comply with and adhere to the rules adopted for the use of the
 facility, providing an acceptable letting period is available; and
- Vote on monies for expenditure on the works, services or operations of Council.

The exercise by the Committee of its powers and functions will be subject to such limitations and conditions as may from time to time be imposed by law, specified by resolution of the Council or in writing by the General Manager to the Committee. The Committee will observe any rules and regulations made by Council, in relation to the facility/function under its management and control.

If at any time the Committee is deemed to be functioning outside the limits of its powers as described herein, all powers may be revoked by written notice to the Committee signed by the General Manager or his/her representative.

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MANAGEMENT OF THE ASSET

7. MANAGEMENT OF THE ASSET

7.1 Development Plan for Facility

The Committee will prepare a Development Plan for the facility that covers future improvements for the facility.

The Development Plan proposals will be prioritised by the Committee and referred to Council for endorsement.

Upon gaining endorsement from Council, the prioritised list will be considered in conjunction with Council's Annual Budgets.

7.2 Variation of Development Plans

Committees must not vary the overall development plan for the facility without Council's prior written approval.

7.3 Plans of Management

Council are currently developing Asset Management Plans for both Buildings and Open Spaces. The Asset Management Plans are expected to be presented to Council for adoption in 2017 and once adopted will be provided to all committees.

All activities conducted within the facility must conform to these plans adopted by Council.

7.4 Allocation of Playing Fields

The following procedure will be followed for the allocation of playing fields:

- For regular hirers/users application must be submitted each year at least two months
 prior to the commencement of the season nominating the dates and times of use of
 the playing fields.
- Where playing fields are not being fully utilised, an advertisement will be placed in the local press three months in advance calling for applications for the use of the playing fields for the coming season.
- The closing date for all applications is one month prior to commencement of the season.
- Applications will be received by the Committee.
- Allocations of the playing fields will be made according to the applications received
 with regular seasonal hirers given priority. No allocations will be made to clubs who
 fail to submit an application form. All applicants will be advised of allocations and
 payment of the appropriate charges notified by the Committee to Council will be
 invoiced by Council within 30 days.
- Hire rights may be suspended if payment is not received and a penalty prescribed in Council's adopted fees and charges applied for the period of payment unless prior arrangements for payment are made with the Committee.
- Priority will be given to local sporting clubs who have the majority of its members residing in Broken Hill LGA.
- New clubs applying for fields must provide details of membership, club history, financial status and proposed use of the fields. Any special requirements must be requested on the application form and paid for in full prior to the use of allocated sporting field.
- Where electricity is used the hirer is required to pay its proportion of the usage.

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- The Committee must be notified of any changes to the club's application within twenty one (21) days from the date of notification of field allocations. Clubs will be liable for payment for all fields allocated to them until the Committee is notified of the changes.
- Use of the grounds is prohibited outside the times and days nominated by the club
 and approved by the Committee. The Committee retains the rights to hire fields
 outside times and days nominated by the clubs. The Committee must be notified as
 soon as possible of any special events including registrations, presentations,
 knockouts, State Competitions and Gala days etc.
- Where an application is rejected by the Committee, the hirer shall be notified in writing with an explanation for the rejection.
- Wherever possible only one (1) club will be allocated to each field on a seasonal basis. Where usage patterns on a particular field are low, the Committee may allocate two (2) or more clubs to that field with each club being considered as a hirer under the terms of these Conditions of Hire. Where regular hiring of a field exists, additional hire will follow only after consultation with preferred hirer. Sub-rental by sporting bodies which have been allocated the use of a particular sporting field is prohibited.

7.5 Contribution/Ownership

Sporting or Community groups contributing items for the permanent embellishment of the facility will be informed by the Committee that such a contribution will become the property of Council and will not be for that group's exclusive use.

Any items provided and funds raised by Committees are the property of Council, however, Council will ensure where possible these items and funds will be put into the development of the relevant facility.

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MAINTENANCE OF THE ASSET

8. MAINTENANCE OF THE ASSET

8.1 General

The Committee has responsibility for the overall cleanliness and maintenance of the facilities under their control

The Committee is to provide Council with details of maintenance work completed in each financial year, including the information in their Annual Reports.

If Committees have improvement works conducted by contractors, a report on the nature of work, and outcome of the works are to be included in the next available meeting minutes.

Every contract must have the prior approval of Council prior to any commitment being made by the Committee and the appropriate funds voted by Council.

8.2 Annual Maintenance Advice

The Council is required to ensure effective use of funds available for all its service and works throughout the community.

In setting priorities, Council identifies needs, which are then funded in an annual budget developed in February each year, adopted in June and implemented in the ensuing financial year (ie July 1 – June 30).

Council provides funds for:

- Urgent repairs due to damage, excessive wear, safety or security;
- · Needs to carry out licensing or statutory requirements; and
- Periodic maintenance.

The Committee can make a written request to Council to undertake upgrades or improvements. Such requests are to be forwarded to Council in January each year for consideration in the budget process. Approved projects may commence in July of that year.

8.3 Repairs and Minor Maintenance

Each Committee has the responsibility for ensuring that the facility under its control is maintained in a state of reasonable repair and does not present hazards to its users. This may entail regular maintenance (eg cleaning, replacement of consumables (eg paper towelling) mowing and watering and periodic maintenance (eg repairing/replacement of worn or broken items).

The NSW Department of Fair Trading defines the class of minor maintenance/cleaning refers to the non-structural maintenance (including minor repairs) or cleaning of existing works/structures/buildings.

Council staff will inspect the facilities from time to time but the Committee is expected to keep Council informed on any substantial repair or upgrading work required on the facility under their control.

Repair work not able to be repaired by the Committee's own finances (or under the Committee's delegation of \$1,000) must be referred to Council and will only be delivered depending on the availability of funds and the urgency of the works. Works considered necessary or desirable but beyond the means or over the delegation of the Committee should be referred to Council in writing so that early consideration might be given to their inclusion in a Works Program or the Annual Budget.

An annual Facility Hazard Inspection Checklist and Management Report is requested by Council from the Committee by the end of December each year.

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The Committee must ensure that suppliers of goods and services, including cleaning and minor maintenance works, are carried out by professional contractors who, as a minimum, must:

- Provide a copy of the public liability insurance and workers compensation Policy (if not a sole trader) (\$20 million cover) to the Committee;
- Show compliance with WH&S standards and regulations.
- Comply with the Building Code of Australia and relevant Australian Standards.
- Have an ABN if a contractor does not hold an ABN, for example a Sole Trader, an Australian Taxation Office form "Statement by a Supplier" is to be completed and held with Council.

Note that different maintenance tasks may require professional licences/accreditation such as working at heights, operating machinery (including chainsaw), working in confined spaces, etc. If you are unsure, please check with Council with regards to Work, Health and Safety requirements.

Tasks which possibly do not require professional licensing or accreditation include:

- cleaning
- mowing
- gardening

WORKS	EXAMPLE	RESPONSIBILITY
Minor Repairs/Improvements	May include: • weeding • painting • maintenance to minor fittings such as lights, handles • cleaning • carpet cleaning • window cleaning • graffiti removal • air conditioning/heating maintenance/services • Internal painting (under 2.4m high) • Plumbing maintenance (only by licenced plumbers) • Electrical maintenance (only by licenced electricians) • Telephone charges • Hygiene Services • Electricity charges • Gas charges • Installation of new internal fittings, such as cupboards • Excess water charges • Provision and maintenance of furniture and equipment • Insurance premiums adjusted per facility • Music copyright licences (APRA and PPCA) • Testing and tagging electrical equipment	Asset Committee

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Major Repairs/Improvements	May include: major repairs to roof, walls and floor including any structural repairs building extensions and major alterations pest control Health and Safety Requirements; Accessibility and Inclusion; Compliance matters; Asset Protection (Asset management plan eg reroofing, external painting, structural inspections etc); Regular fire equipment inspection	Council
Cleaning	Committees are to seek quotations every two (2) years for services. This process needs to be undertaken in an open and transparent manner. Three (3) quotations must be sought. The Committee then assesses the quotations and by resolution agree to recommend a contractor to Council.	Asset Committee – source quotations Council – approve contractor
Security	Committees are to seek quotations every two (2) years for security services. This process needs to be undertaken in an open and transparent manner. Three (3) quotations must be sought. The Committee then assesses the quotations and by resolution agree to recommend a contractor to Council.	Asset Committee – source quotations Council – approve contractor

HIRING OF THE ASSET

9. HIRING OF THE ASSET

9.1 General

Some of the main objectives of the Committee are to ensure the facility is readily accessible to the community whilst at the same time raising funds for its maintenance and future improvements.

9.2 Inclusion

Asset Committees are acting on behalf of Council, and it is important to uphold the principles of equity, accessibility and inclusivity, providing for the whole community.

Consideration of disability and inclusion is now managed by new legislation, the *Disability Inclusion Act 2014*. The Act requires all government departments and certain public authorities, including councils in NSW, to have a Disability Inclusion Action Plan.

The Plan will focus on four key areas:

- Attitudes and behaviours
- Liveable communities
- Employment, and
- Systems and processes

There is a greater emphasis on consultation at all stages of planning, implementation, monitoring and direction on how to conduct inclusive consultation. There is new public monitoring and reporting requirements through Local Government Annual Reports. Council are currently developing a Disability Inclusion Action Plan which will be adopted and implemented by 1 July 2017.

For Section 355 Management Committees, this means that inclusion needs to be considered in all areas of planning and operation of the hall or facility. Critical areas that this needs to be considered include access to the hall and facilities (including toilets and kitchen), making written and web materials available to sight and hearing impaired people and supporting access to sporting and recreation opportunities.

9.3 Conditions of Hire

It is essential that hirers sign a Hire Agreement which shows that they abide by the Terms and Conditions of Hire set out by the Committee, and in accordance with Council policies.

9.4 Bookings

The Committee will be responsible for all bookings and hiring of the facility. This ensures that the facility is accessible to the community and citizens do not need to travel distances to a central authority to gain access to the facility.

Each Committee will have a designated Secretary who is responsible for the bookings of the facility. It is anticipated that the person's name and telephone number is well publicised for the benefit of the community.

To make a booking, a person or group contacts the Secretary and books the facility for a particular day and time.

The Secretary will advise the hirer of the fees, bonds and deposits required, provide the applicant with the Council Facility Booking Form including Terms and Conditions and enter the relevant information into the Booking Diary.

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The Secretary is to advise potential hirers that fees and charges are subject to change each financial year. Fees charged are to be those applicable for the time the function actually takes place and not when the venue is booked (eg If a booking is made in March for an event in August – if the fees increase in July the new increased fee is to be charged). To secure the booking, a deposit will be paid to Council. The balance of the hire cost is to be paid 14 days prior to the Function.

Formal advice of the booking is to be provided to Council in the next applicable meeting minutes.

For each booking the following information must be recorded:

- Date when preliminary booking was taken.
- Name, address and telephone number of the hirer.
- Type of function.
- · Times of hire.
- · Hire charge and damage deposit (if any).
- Insurance policy details (Copy of certificate of Currency should also be provided).
- Date advice of the booking given to Council to invoice bond fees and charges, etc.
- Caretaker's comments on the condition of the facility and equipment after the function.

Funds raised from hiring the facilities assist in the provision of maintenance and meet operating costs as well as provide for improvements to the facility.

In hiring out these facilities, compliance is required with all applicable legislation including the following:

- Environmental Planning and Assessment Act 1979;
- Local Government Act 1993;
- Liquor Act and Regulations 2007 and Regulations;
- Protection of Environment Act 1997;
- Work Health and safety Act 2011 and Regulations;
- Workplace Health and Safety Act 2011;
- Insurance Act 1984; duty of disclosure
- Anti-Discrimination Act 1977;
- Disabilities Discrimination Act 1992;
- Privacy and Personal Information Protection Act 1998; and
- Any other laws and regulations governing the conduct of the Committee are also to be complied with.

9.5 Fees and Charges

The schedule of fees and charges is set by Council, taking into consideration the recommendations of the Committee and the operating requirements of the facility.

Only Council has the power under the Act to set fees and charges. Committees are to review their fees annually and make recommendations to the Contact Officer by 31 January for assessment and inclusion in Council's annual review of fees and charges.

Figures submitted should show the GST (Goods and Services Tax) inclusive amount. Once Council has adopted the fees and charges, a list will be supplied to each Committee. Adopted fees and charges are effective from 1 July each financial year.

The Committee is not able to provide subsidies or waive hire fees. All requests concerning fee reduction must be referred to Council.

FEES AND CHARGES MAY NOT BE VARIED WITHOUT THE PRIOR WRITTEN APPROVAL OF COUNCIL

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9.6 Bond/Damage Deposit

As a safeguard against possible damage, the Committee can hold a bond for the facility or equipment, or to cover the need for additional cleaning, where appropriate.

Hirers should be advised that this will be refunded if conditions of hire are adhered to.

Abnormal costs associated with the hire of the facility will be deducted from the bond including GST. This may include extra removal of garbage, extra cleaning etc.

9.7 First Aid Kit

Council is a Person Conducting a Business or Undertaking (PCBU) and as such has a duty to provide First Aid equipment, facilities and trained personnel. The level of provision should be determined after considering relevant matters listed below:

- The nature of the work being carried out at the workplace (eg committee meetings, any committee functions);
- The nature of the hazards at the workplace (eg are these kitchen related, heavy lifting related or trip hazards);
- The size and location of the workplace (eg you might include sun screen in your first aid kit);
- The number and composition of the workers and other persons at the workplace (eg older people, young children);
- Committees will be responsible for keeping the First Aid Kit stocked and doing regular checks on the Kit.

9.8 Use of Liquor

Committees are responsible for advising hirers of conditions relating to the use of alcohol.

These prohibit:

- the consumption of intoxicating liquor by persons under the age of 18;
- · bringing bulk alcohol or kegs into a community facility; or
- selling alcohol on the premises without a Functions Licence.

Persons serving alcohol must have Responsible Service of Alcohol Certificate.

Hirers wishing to sell alcohol can find further information on the Liquor and Gaming NSW website https://www.liquorandgaming.justice.nsw.gov.au

Council requires copies of all licences to be provided to Council prior to any event taking place

Note: Council does not allow exemptions for any organisation to take alcohol into Council's facility.

9.9 Wet Weather

If sports grounds or their preparation have been adversely affected by the weather to the extent that use would be detrimental, the Council shall have the power to suspend occupation of the ground by notifying the user and if possible, the Secretary or Booking Officer of the Committee, prior to 10am of the day scheduled for use.

A decision concerning the use of the playing fields for the first day of weekend competition will be made prior to 4pm on the day prior to the weekend, notifying the user and, if possible, the Secretary or Booking Officer of the Committee. For other days on the weekend, the Committee will have the power to determine if the fields are playable.

The Committee has the authority to close a ground due to wet weather but does not have the authority to reopen the grounds that have been closed by the Council except in accordance with the above paragraph.

Any club using a closed field may be liable for the full cost of repairs to the field surface.

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9.10 Hire by Schools

Schools are generally not charged a hire fee for the usage of a playing field.

Schools must apply to the Committee for permission to use the field.

Teachers are to ensure that the grounds are left clean and tidy after use. Schools may incur a charge to clean up a sporting field and surrounds if left in an untidy state.

Schools are to ensure that they provide a copy of their Public Liability Insurance Cover of \$20 million noting Broken Hill City Council for their respective rights and interest (FTRR&I) prior to using the sporting facilities. This can be provided annually for ongoing bookings. Council requires a copy to be provided by the Committee.

Individual clubs cannot accept bookings from schools

Any misuse of sporting fields by schools is to be reported to Council and appropriate action will be taken by Council.

FINANCE INFORMATION

10. FINANCE INFORMATION

10.1 Financial Arrangements

Committees appointed under Section 355 of the Act are subject to the same standards of accountability as Council, and it is therefore important that Committees manage their operations and the community facilities and assets they care for well. All assets held by the Committee belong to Council. The Committee is responsible for the care, control maintenance, repair, beautification, improvement and management in accordance with the delegations received from Council.

Council has determined that the financial operations in respect of all of its Committees will be managed consistently and all Committees are responsible for substantiating where its money has been spent or sourced. This must be done through tabling of minutes at meetings and reporting to Council via minutes and in Annual Financial Statements.

Council provides the following Committees with an annual financial operating subsidy:

- Alma Oval
- BIU Band Hall
- ET Lamb Memorial Oval
- Memorial Oval
- Norm Fox Sporting Complex
- Picton Sportsground

In addition the following applies to all Committees:

- Committees will operate their own bank accounts.
- Bank Accounts will be operative by cheques, signed by at least two members of the committee.
- As the Committee will operate within Section 355 of the Act, not only is Council
 required to provide for the audit function, but should also include the income and
 expenditure of the centre within the framework of Council's annual estimates,
 quarterly financial statements and annual Statements of Account which are required
 by the Department of Local Government. That is, in addition to the end of year
 statements, the Committee must provide Council with estimates of income and
 expenditure for the forthcoming year.
- The requirements of the Act, make it necessary that committees appointed by Council comply with certain accounting standards. Accounts are to be kept by each Committee in the form prescribed by Council and according to certain legal requirements.
- Council must approve the purchase of any assets and this would normally be done by
 including the proposed asset purchase in the Committee's annual budget to be
 presented to Council for consideration or written request to the Contact Officer.
- Committees may arrange approved asset purchases though Council's Infrastructure Department.
- Committees are not required to submit audited financial statements to Council.
- Committees do not prepare GST compliance statements.
- Section 377 of the Act, precludes any committee delegated powers by Council from being able to make a charge, fix a fee, vote money for expenditure on works, services or operations, accept tenders, adopt a financial statement or grant financial assistance.

10.2 Purchasina

The Committee is able to take advantage of Council's purchasing power. Committees must adhere to Council's Procurement Policy.

It is essential that any purchase of items is related to the use of Council's facility or function.

10.3 Contracting

Prior approval should be obtained from Council for contracts in excess of \$2,000. Should Committees need to engage the services of a contractor (eg a plumber or cleaner) at standard commercial rates, the Purchasing Policy should be followed (ie between \$201 and \$2,000 two documented telephone quotes) and authorisation may be obtained by applying the following steps:

- Check documentation to ensure registered and licenced (Gold Licence, expiry date, name on licence);
- View the contractor's Workers Compensation and Public Liability Insurance (\$20 million cover). Council's insurance does not cover the contractor; and
- Obtain two (2) work related referee reports on the contractor's past performance.
- No work to commence without Council approval by way of official Council order.

10.4 Petty Cash

For minor work/repairs/materials costing less than \$100; a member of the Executive may obtain petty cash from the Customer Relations Desk at Council's Administrative Centre and produce the official purchase receipt immediately after purchase.

10.5 Fees and Charges

The Schedule of Fees and Charges is set by Council, taking into consideration the recommendations of the Committee and the operating requirements of the facility.

Only Council has the power under the Act to set fees and charges. Committees are to review their fees annually and make recommendations to the Contact Officer by 31 January for assessment and inclusion in Council's annual review of fees and charges.

Committee will be contacted by Council each year prior to the adoption of the Budget with regard to the fees applicable for the coming financial year. The time line for reviewing Fees and Charges and notifying Council is generally as follows:

ACTION	TIMEFRAME
Committee is contacted to review fees and charges for the coming financial year	November
Committee recommendations are due to Council	January
Fees and Charges are considered by Council's Finance Team	February
Recommended Fees and Charges are considered by Council at a Council meeting	April
Fees and Charges are publicly exhibited for 28 days	May
Final Fees and Charges are adopted by Council, ready for start of the new financial year	June

Figures submitted should show the GST (Goods and Services Tax) inclusive amount. Once Council has adopted the fees and charges, a list will be supplied to each Committee. Adopted fees and charges are effective from 1 July each financial year.

The Committee is not able to provide subsidies or waive hire fees. All requests concerning fee reduction must be referred to Council.

FEES AND CHARGES MAY NOT BE VARIED WITHOUT THE PRIOR WRITTEN APPROVAL OF COUNCIL

10.6 Donations

Committees are not permitted to make donations.

Committees can accept donations, which are to go to the care, maintenance and improvements of the facility.

10.7 Income and Expenditure recording

Income and expenditure needs to be recorded in an excel spreadsheet or suitable accounting software. This record is sometimes called the Journal or Ledger. The Income and Expenditure Record is the organisation's record of what money is received and spent, the transactions (both incoming and outgoing) that have occurred, and how much cash is on hand at any one time.

Update the records on a regular basis so it does not become a big job. Bank fees, interest, etc should be recorded in the month they appear on the bank statement. This will ensure the reconciling of the records to the bank statement at the end of each month.

10.8 Expenditure/ Payments documentation

A Tax Invoice is required to make a payment to a supplier for goods or services. A Tax Invoice shows the supplier's ABN and whether GST is charged or not. These should be kept in payment order and noted with the internet banking receipt number (or cheque number) and date of payment for easy reference and to prevent double payment.

Where a Tax Invoice is not supplied a "Statement by a supplier" (on an approved ATO Form) must be supplied with the account for payment. Note the 'Statement by supplier' will only be required once per year for each supplier that does not have an ABN.

Payments to suppliers should be made by electronic funds transfer where possible (internet banking).

10.9 Income/ Receipts documentation

Hirers and users of the facility should be encouraged to pay by direct deposit into the Committee's bank account.

A receipt must be issued for every payment received and monies should be banked regularly. Internet receipts are acceptable, or if you receive a cheque as payment, a manual receipt will be needed. The receipt of cash is an area where strict control is required. The safest method is to have only a limited number of approved people who have the responsibility for receiving funds, issuing receipts and banking monies.

10.10 Monthly bank account reconciliations

The Treasurer should reconcile the committee's bank account at the end of every month and submit to Council:

- A copy of income/receipts taken for the month
- A Request for Reimbursement of expenses for the month

To reconcile, check off the amounts received and payments made in the income and expenditure record against the bank statement figures. From this, you can compile a list of outstanding income/payments. If the bank statement and records don't agree, find the discrepancy.

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It is a good idea to provide an up-to-date financial report to each Committee meeting held.

10.11 Quarterly GST Reporting to Council and providing Council with Annual Financial Statements

The treasurer will need to undertake a quarterly reconciliation and submit to Council:

- A profit and loss statement
- A balance sheet
- Completed Business Activity Statement (BAS)
- At the end of the financial year, a profit and loss and balance sheet for the entire financial year will need to be submitted

10.12 Keeping records

Committees are required to keep complete and accurate records. The following guidelines and procedures have been prepared to give members of Committees a greater understanding of the tasks they have undertaken.

Steps required to keep complete and accurate records:

- Open and maintain a bank account in the Committee's name.
- Make as many payments as you can electronically (internet banking). Avoid paying cash.
- Bank receipts promptly into the bank account.
- Record details in the electronic income and expenditure record. Keep the record updated regularly - at least monthly.
- Reconcile the bank account regularly monthly or each time a bank statement is received and at the end of the financial year.
- Keep a record of wages (Council approved payments to members, if applicable).
- Retain supporting documentation or evidence of payments.

The Income Tax Assessment Act requires records to be retained for seven years. It is important to retain invoices and other supporting documentation.

10.13 Manual account records

All of the section above (section 10) applies, and below is information about how to keep accounts manually. Please note that manual records, books and forms in hard copy, are being phased out.

To keep accurate accounts records, Committees need to maintain the following books and forms:

- Cheque Book
- Expenditure documentation
- Receipt Books
- Cash Book
- Bank Deposit Book
- · Reporting of financials to each meeting
- Monthly bank account reconciliations and providing necessary paperwork to Council for reimbursements
- Quarterly GST Reporting and Annual Reporting to Council

10.13.1 Cheque Book

The cheque book should normally be held by the treasurer and must only be drawn upon with the joint signatures of two of the executive. Payments on behalf of the Committee made by cheque will be crossed and marked "Not Negotiable".

Payments will have some form of supporting documentation.

Payments will be authorised by the Committee.

Payments must be entered in the Cash Book under the appropriate cost heading.

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10.13.2 Expenditure/Payments Documentation

A Tax Invoice is required to make a payment to a supplier for goods or services. These should be kept in payment order and noted with the cheque number and date of payment for easy reference and to prevent double payment.

Where a Tax Invoice is not supplied a "Statement by a supplier" (on an approved ATO Form) must be supplied with the account for payment. Note the 'Statement by supplier' will only be required once per year for each supplier that does not have an ABN.

10.13.3 Receipts/Income Documentation

Receipt books must bear the Committee's name (a stamp will do), have a fixed duplicate copy and be numbered. A receipt book can be supplied by Council. A receipt must be issued for every payment received and monies should be banked regularly. The receipt of cash is an area where strict control is required. The safest method is to have only a limited number of approved people who have the responsibility for receiving funds, issuing receipts and banking monies.

Keep a record of receipt books detailing the number and location (ie in use or not). Record receipt number in the Committee's Cash Book under the appropriate income heading and on the Deposit form retained by you. Never give change for a cheque payment.

Avoid altering amounts on receipts. If it is necessary to alter a receipt, cross through the incorrect entry and insert the correct amount. Always initial alterations. It is more acceptable to cancel a receipt and retain both the original and duplicate in the book than to alter a receipt.

Amounts must show whether it is "GST inclusive" or not.

10.13.4 Cash Book

This book is sometimes called the Journal or Ledger. The Cash Book is the organisation's record of what money is received and spent, the transactions (both incoming and outgoing) that have occurred, and how much cash is on hand at any one time.

A twelve (12) or eighteen (18) column cash book gives most Committees enough room for details or an electronic accounting may be used. It is essential to have receipts and payment on separate pages or in some cases, separate section of the cash book. Across the page the columns are headed to allow the date, receipt or cheque number, cost or income allocation and totals. Have appropriate and sufficient cost or income headings for frequent transactions, try not to have too many items under sundries or miscellaneous - it makes things difficult when preparing end of year figures.

Update the Cash Book on a regular basis so it does not become a big job. The totals down the page should always equal the totals across the page - do this each time you rule off a page. Check that the totals carried forward onto the next page are correct.

Bank fees, interest, etc wherever possible should be written in the Cash Book in the month they were raised or when bank statements are received. This assists with reconciling the cash book to the Bank statements.

Show payments made either by cheque or direct credit, during the month in the cash book whether they have been presented or not. Show income received during the month whether banked or not.

For Committees banking through Council a monthly report will be provided to the Committee that is required to be reconciled in accordance with Section 5.3.

10.13.5 Bank Deposit Book

If not banking through Council, the bank you have nominated supplies this book and it is where the income is recorded for deposit into the Committee's account.

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10.13.6 Monthly Bank Account Reconciliations

Check off the amounts received and cheques written out in the cash book against the bank statement figures. From this, you can compile a list of outstanding deposits or unpresented cheques and it also verifies that an incorrect figure does not appear in either records. Tick or cross entries only once - there is no need for multiple marks against each entry. Simply compare the cash book entry against the bank statement and if they agree, mark each once only. If the bank reconciliation does not agree, find the discrepancy. It will be either a mistake in the Cash Book or on the statement.

The Treasurer should submit to Council at the end of every month:

- A copy of income/receipts taken for the month
- A Request for Reimbursement of expenses for the month

10.13.7 Keeping the Books

Committees are required to keep complete and accurate records.

The following guidelines and procedures have been prepared to give members of Committees a greater understanding of the tasks that need to be undertaken. Steps required to keep complete and accurate records:

- Open and maintain a bank account in the Committee's name.
- Make as many payments as you can electronically (internet banking), or pay by cheque. Avoid paying cash.
- Bank receipts promptly into the bank account.
- Write up the cash book regularly at least monthly.
- Reconcile the bank account regularly monthly or each time a bank statement is received and at the end of the financial year.
- Keep a record of wages (Council approved payments to members, if applicable).
- Retain supporting documentation or evidence of payments.

10.13.8 Writing up the Cash Book

Cash books are available in various sizes from stationers and office supplies such as Newsagents.

Cash Payments:

- Enter appropriate headings in the book, ensuring the first column is "Bank" and the last one "Sundries".
- Enter cheques in cheque number order.
- Ensure every cheque is recorded in the book.
- Record cancelled cheques, but at no value.

10.13.9 Cash Receipts

- The same procedures as for cash payments.
- Amounts received must be receipted.

10.13.10 Reconciliation

Bank reconciliations need to be performed regularly because:

- they keep track of cheques that are outstanding and possibly lost;
- they ensure that a complete record is kept of transactions;
- they enable your accountant to prepare a balance sheet and accounts for your Committee, and can therefore save you considerable money in professional fees;
- Take the monthly bank statement and write items such as bank fees, direct debits, etc.
 into the cash book:
- Total up the columns; ensure they add the same across as well as down;
- Tick off items appearing in the cash book against the bank statements, noting those that are outstanding.

Finally, to complete reconciliation:

- Take total Cash Book balance (brought forward from previous financial year);
- Plus Income received to date in current financial year;

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- Less payments to date in the current financial year;
- This should equal the balance on the bank statement; (less unpresented cheques) -(plus unbanked deposits).

10.13.11 Retention of Records

The Income Tax Assessment Act requires records to be retained for seven years. It is important to retain invoices and other supporting documentation.

The financial reporting may be done electronically. A copy of the accounting must be backed up and available to the Committee upon request.

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LEGAL INFORMATION

11. LEGAL INFORMATION

11.1 Legal Issues

It is important for Committees to be aware that they are in fact acting on Council's behalf. Legally, the Committee is "Council" and any action which the Committee undertakes is Council's responsibility.

Committees sometimes believe they are responsible in their own right and that their actions are independent of Council. This is not the situation. Council delegates its authority to the committee to act on Council's behalf and Council can withdraw this delegation if deemed to be necessary.

11.2 Legal Action

The Committee is unable to enter into legal action.

11.3 Committee Record Keeping

The Australian Standard on Records Management (AS 4390-1996, Part 1. Clause 4.2.1) defines a record as Recorded information, in any form, including data in computer systems, created or received and maintained by an organisation or person in the transaction of business or the conduct of affairs and kept as evidence of such activity.

- No incoming or outgoing correspondence may be destroyed, with the exception of advertising material, newsletters, and magazines.
- Records should be stored in an area away from potential hazards, eg fuel, water, fire, vermin.
- Records should be stored in a secure location, eg locked cupboard or room.
- Release of original or photocopied records to any person, other than a current Committee member or an authorised officer of the Council, is prohibited.
- Access to records by persons other than current Committee members or an authorised officer of the Council is prohibited.
- Request for access to records, for persons other than those stated above, must be made through Council's Public Officer.
- The Committee acknowledges it has a responsibility under the Privacy and Personal Information Protection Act 1998 to protect the personal information and privacy of individuals in general. The Committee will not provide to any person other than a committee member any personal information unless it has been specifically collected for the purposes for which it is being requested. This includes contact details for a member of the Committee unless that member has agreed those details can be provided to members of the public.

Records of Committees, eg minutes of meeting, reports, invoices, receipts etc should be provided to Council as soon as possible.

Committees may keep electronic and paper copies of records for the duration of their term, but these should be secondary copies as the originals must be provided to Council.

The Committees need to be aware of the importance of minutes, because of their legal status and their <u>liability for subpoena</u> in court cases.

The Chairperson is required to sign the minutes of a meeting as the true record of proceedings of the meeting. The minutes must record all motions and amendments put to the meeting, and the results. There is no need to record what members have said at the meeting, but there may be occasions when it is appropriate to record the thrust of the debate.

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The Chairperson and the Secretary are responsible for the form of the minutes for proper confirmation, and must check that there have been no unauthorised alterations to those minutes. The Chairperson signs the minutes after they have been confirmed by the appropriate meeting (usually the next committee meeting). The signing must not take place until the motion for confirmation has been completed. The motion to confirm the minutes can only be moved and seconded by a person in attendance at that meeting to which the minutes relate.

At the end of the term of the Committee, all records must be provided to Council.

11.4 Intellectual Property

The Committee acknowledges and agrees:

- It is important for Council to develop, maintain, protect and manage the
 organisation's intellectual property including copyrights, trademarks, registered
 designs, patents and databases.
- The Committee, as a delegate of Council, has a duty to observe and help protect Council's intellectual property by not copying or supplying such property without the express permission of Council.
- Council retains ownership of all intellectual property created by Committee members in the course of their Committee work.
- The Committee refer to the Responsible Officer any questions relating to intellectual
 property rights or the use of another organisation's document.

11.5 Pecuniary Interest

Chapter 14 of the Act includes a new and separate framework for the handling of alleged breaches of the pecuniary interest provision of the Act.

The Act is about openness, accountability and transparency in decision making by Councils.

A Pecuniary Interest is one of financial benefit.

It is the responsibility of members of committees (who are not Councillors or designated persons):

- To disclose to the meeting any pecuniary interest in a matter before the meeting;
- Not to participate in the discussion of the matter before the committee in which the member has a pecuniary interest;
- Not to vote on the matter before the Committee meeting in which the member has a pecuniary interest.

A pecuniary interest does not exist where the interest is so remote or insignificant that it could reasonably be regarded as likely to influence any decision. The obligation to disclose is a strict duty, and the person's motives for participation are irrelevant if an interest is said to exist.

11.6 Declaration of Interests

To protect individual members as well as the whole organisation, all committee members should declare their interests in advance. If a potential conflict arises, it should be declared as soon as possible. Where some financial, political or personal benefit is potentially involved, committee members should do one of the following:

- State their involvement in another organisation or business etc and the committee should be aware of this:
- State their involvement and ask that they not take part in discussion or decisions
 about the issues where there could be conflict; and leave the meeting room while
 such issues are being considered;
- State their other involvements and ask that the group determine whether they stay involved, or how they can participate without compromise; and
- State their involvement and that they believe they should resign from the committee because of this conflict.

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11.7 Conflict of Interest

A conflict of interest can arise when a member of the Committee has other involvements or interests which make it difficult for them to always remain impartial when involved in discussions and decision makings. These can include:

- Business or professional activities;
- Employment or accountability to other people or organisations;
- · Membership of other community organisations or service providers; or
- Ownership of property or other assets.

The conflict may lead to:

- Financial benefit eg Sale of goods or privileged knowledge;
- Political benefit eg Gaining or losing electoral support; or
- Personal benefit eg Career advancement or increased standing in the community.
- Committee Members are required to adhere to Council's Code of Conduct.

11.8 Disputes

a) External

Where individual citizens or groups of citizens of the LGA disagree with a resolution of the Committee or actions of the Committee, these bodies have the right to refer their grievances in writing to the Committee for reconsideration.

Where the Committee refuses to alter its decision or actions, the individual resident or group of citizens from within the LGA may present their grievance to Council in writing, for reconsideration.

Where such notice in writing is referred to Council, Council will request a report on the issue from the Committee. Upon receipt of the report the matter will be referred to Council for resolution.

Upon Council adopting a resolution, the details of Council's deliberations will be advised to the Committee and the resident or group of citizens who referred the matter to Council.

b) Internal

All disputes between members of the Committee are to be resolved within the Committee where possible.

Where a dispute occurs within a Committee the resolution of the majority of the Committee as a whole will determine the outcome, where this is not possible the Chairperson will have the casting vote.

There will be no right of appeal when the Committee has determined its resolution of a dispute; but where disputes are considered irreconcilable by the Committee they will be referred to Council for resolution. Council's decision is final.

CORPORATE INFORMATION AND SOCIAL MEDIA

12. CORPORATE INFORMATION AND SOCIAL MEDIA

12.1 Correspondence

Correspondence from the Committee is effectively correspondence from the Council, as the Committee acts on Council's behalf. Hence stringent conditions are required to ensure appropriate use of Council's name and logo.

12.2 Letterhead

Committees are to design and implement their own letterhead and logo for all correspondence.

The letterhead design must be approved by Council and indicate that the function is a Committee of Broken Hill City Council. The Council logo must be included in the design.

The Council logo and rules around logo use will be provided to all committees.

12.3 Purpose of Correspondence

Usage of correspondence using Council logo and name, is limited to the activities of each specific authorised functional area of the committee and specifically limited to:

- provision and seeking of information
- · extension of invitation
- expressions of thank you
- seeking of sponsorship (after approval of General Manager)
- general correspondence not committing the Council or making public comment.

12.4 Filing

Copies of correspondence from the Committee under Council's letterhead must be placed in Council's filing system within 1 day of the letter being sent.

12.5 Signatures

The signing of correspondence being limited to the Mayor, General Manager, a member of staff duly authorised by the General Manager, or a Chairperson of the Committee duly authorised by Council.

12.6 Clerical Support

It is not the normal practice of Council to provide clerical support to Committees. A Committee may however apply for support and the General Manager will make a determination on whether assistance will be forthcoming.

In general terms, clerical support will only be offered if a Council employee is a member of the Committee and the assistance is an extension of the employee's duties.

If support is offered, the level of assistance will be subject to negotiation between the Committee and Council and strict duties established. Council supports the principle that a Committee should be self-reliant and provide its own office bearers.

12.7 Sub Committees

The Committee may appoint working groups to report back to the Committee. These "Sub Committees" can be made up of non-committee members, have no legal standing and must recommend back to the Committee for ratification.

Members of Sub Committees must be registered as volunteers and duly noted in Committee meeting minutes and will be covered in accordance with this policy.

12.8 Use of Council logo

Committees are encouraged to use Council logo (subject to conditions).

- Use of Council logo MUST be approved prior to use.
- Council's Contact Officer will provide all Committees with the appropriate file format, size and colour of the logo suitable for use.
- Use of the logo will be outlined in Council's proposed Corporate Style Guide, which is currently being developed to ensure that Council's corporate identity is used correctly. The logo is Council's signature.

Council's logo was refreshed in 2016 and the Kangaroo Logo and Council Crest should no longer be used.

12.9 Marketing and Promotion

Marketing and promotion of the facility is necessary to maintain a level of awareness amongst the community for many reasons:

- To keep the facility top of mind for residents. This reminds people of its availability as a
 venue and will assist in encouraging locals to get involved in some way towards using
 the facility or volunteering in some capacity.
- Helps engender a sense of community ownership and pride in the venue.
- To encourage the facility's use with the aim of increasing revenue to maintain and improve the hall's features.
- To promote the hall facility as a Council asset delivering benefits to the local community as a critical focal point.

12.10 Social Media

Council's Social Media Policy and Social Media Guidelines apply to Section 355 Asset Committee members.

MARKETING AND PROMOTION IDEAS

Some ideas for marketing and promotion from existing committee members are provided to stimulate discussion for your hall or venue:

- Develop a vision for the hall/venue where would you like to be in five years time?
- How would you like to engage with your local community?
- What are the target groups for your venue to increase revenue to pay for hall upkeep?
- Have an easy to use website with online bookings and calendar.
- Advertise in local newsletters.
- Develop flyers for local noticeboards/to place in local businesses.
- Have community open days and allow hall users to showcase their activity.
- Provide a community function or event, such as a bush dance.
- Have regular themed social functions.
- Consider Facebook and other social media avenues.

Council would like to work with committees further on marketing and promoting venues, so please contact Council with your ideas, or for assistance.

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RISK MANAGEMENT

13. RISK MANAGEMENT

13.1 General

Risk management is a method of taking preventative and precautionary measures to avoid injury, loss and damage, to either persons or property. As a Committee of Council, the Committee has a duty of care to ensure the health, safety and welfare of persons using the facility. This involves regular maintenance, to keep the facility and grounds safe, clean and tidy, as well as a system of inspection to detect faults and hazards at an early stage. Council and Committees, have a wide range of potential liability.

Liabilities can be based on statute and common law duties of care. To ensure compliance there must be appropriate policies, procedures and practices in place.

A Risk Management Framework has been developed to ensure the appropriate documentation is kept to evidence the due diligence process and ensure all responsible steps are being taken to identify the risk to the committee and users of the facility.

Copies of the Risk Management Framework can be made available by contacting Council.

13.2 Hazards

A hazard is a situation which could potentially cause injury to a person or damage to property. If a hazard requires urgent attention a warning should be placed near the hazard to alert users of the facility to the danger. The Committee must contact Council to advise.

Committees are urged to apply some common sense rules for hirers of facilities such as restacking of tables and chairs, cleaning spills from floors, rubbish removal eg "chairs must be stacked in sets of no higher than (specify number) and placed against the wall".

13.3 Fire Protection

All Council facilities should be supplied with fire and safety equipment and information on how to use it. If this is not available Council must be notified immediately. Equipment will be inspected twice (2) annually by a professional qualified contractor. This is organised by Council's Infrastructure Department. If the equipment is used irresponsibly by a hirer this should be deducted from the hirer's bond.

13.4 Emergency Exits (Buildings)

All exits must be identified by an illuminated exit sign and inspected by a qualified contractor. Emergency exit routes must be kept clear at all times. Exit doors should not be barred or locked at any time while the facilities are in use.

13.5 Inspections

Regular inspections are essential to identify potential risks, and to assist in the defence of claims brought against Council. Inspections must be thoroughly documented.

The Committee will be responsible for inspection of the facilities under their control. Inspections may be either formal or informal.

13.5.1 Formal Inspections

Inspection of the facilities under the Committee's control must occur and be documented using checklists at least once every 6 months using the Facility Hazard Inspection Checklist. A copy can be forwarded to Council for action if required.

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13.5.2 Informal Inspections

Informal inspections are incidental in the course of Committee business. Any defect or problem discovered must be dealt with according to the Request for Work to be Scheduled form.

13.5.3 Safety Inspections by Hirers

It is the responsibility of the user groups/hirers to ensure that any field or facility is safe for the use immediately before and during its use. This will include ensuring there are no holes likely to cause injury and any broken glass and other hazardous matter is removed.

INSURANCE

14. Insurance

14.1 General

Council is required to take out insurance policies to cover Council's liability as a consequence of Council's business activities. These policies include:

- Public Liability;
- Workers Compensation;
- Property;
- Professional Indemnity;
- Casual Hirers; and
- Personal Accident

14.2 Notification

Committees and hirer/user groups are instructed that any matter or incident which may give rise to a claim against Council must be reported to Council as soon as practicable. This will ensure that investigations and remedial actions can be undertaken to protect Council's interests.

Council has a responsibility to notify its insurer as soon as a potential claim is known. Committees may receive advice regarding claims via writing, telephone call or by observation. Once the Committee becomes aware of potential claim they are to notify the Contact Officer. If Council is not notified of claims which they could reasonably have known about indemnity may be denied by the insurer.

14.3 Volunteer Labour

For projects involving volunteer labour, an estimate of numbers and details of the project must be forwarded to the Contact Officer as soon as possible to ensure the project is covered by and noted on the appropriate policy.

Voluntary labour can be utilised to assist/or complete the project; but volunteers must be approved and inducted by Council.

To ensure that projects are not unnecessarily jeopardised, the following procedure will apply:

- At commencement of the improvement project all works and materials to be defined along with the sources of financial, material and labour inputs.
- Council's financial involvement is to be clearly defined as well as all items to be paid for by Council. Any items to be paid for will be ordered by Council.
- The project is to be discussed at a joint meeting between Council officers and responsible members of the particular Committee.
- The discussions, source of funds and responsibilities for various parts of the project are to be confirmed by letter.
- The names of any volunteers must be forwarded to Council prior to any work being carried out.
- The Committee is required to maintain a register of volunteers detailing the names and addresses of volunteers, duties performed, the date and time particular work was commenced and completed and details of any incident involving injury to a volunteer.
- All volunteers carrying out any work on, or associated activities in relation to, the
 Committee are required to give due regard to the safety of themselves and others,
 with respect to all activities/work being carried out and equipment being used, and
 shall receive cover in accordance with Council's Public Liability and Personal
 Accident insurance.

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14.4 Public Liability Insurance

Public liability insurance provides cover for its legal liability to the public for Council's business activities.

If a third party suffers property damage or personal injury as a result of Council or Committee negligence they are covered under the public liability policy.

The Committee should note that the policy does not cover participants of events/and or groups/associations or incorporated bodies. By law, all incorporated bodies, sporting clubs must have their own public liability insurance as they are excluded from Council's policy.

14.5 Workers Compensation Insurance

Council's Workers Compensation Policy only covers Council employees including volunteers of Council. If contractors are engaged they must provide a copy of a current workers compensation policy.

14.6 Property Insurance

Council maintains property insurance on all its facilities. This includes contents insurance on equipment owned by Council or the Committee such as furniture.

Any new equipment purchased by the committee must be notified to Council for inclusion in Councils asset register.

Other equipment belonging to sports clubs, playgroups etc is not covered by Council's policy and such groups must be advised to affect their own cover for such items if stored at the facility.

14.7 Professional Indemnity Insurance

Professional indemnity insurance usually refers to claims where it is alleged that incorrect advice, certificates or incorrect practice has occurred. The Council may be liable for its conduct arising out of its representations or the conduct of its employees, consultants and committee members.

As discussed previously it is essential that all potential claims are reported as soon as practicable and all documentation is collected and investigations conducted as soon as possible.

14.8 Casual Hirer Insurance

Council has coverage for casual hirers of its facilities. A casual hirer is a user that hires the facility for a one off activity and excludes incorporated bodies, sporting clubs or associations of any kind. Such excluded groups must by law have their own insurance and the Committee as discussed previously, must sight and keep a copy with the booking documentation.

14.9 Personal Accident Insurance

Personal accident insurance covers bodily injury for committee members whilst engaged in an activity directly or indirectly connected with or on behalf of the Council, including whilst travelling directly to and from such activity.

Compensation will not be payable for those under the minimum age of 10 years and over the maximum age of 90 years.

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MEETING PROCEDURES

15. MEETING PROCEDURES

15.1 Code of Meeting Practice

Meetings are to be conducted to a standard based on Council's adopted Code of Meeting Practice Policy. Specific standard requirements are detailed in this section and include:

- that a quorum be present;
- that appropriate notice is given;
- that business on the agenda is properly conducted; and
- that correspondence and minutes are recorded.

Committee members should work together to schedule meetings at a mutually convenient time for all. Ideally, meetings are held at the asset or facility, however if scheduling suitable meeting times becomes difficult due to bookings, they may be held in another public space, such as a cafe, park, etc Meetings should not be held on private property.

15.2 Types of Meetings

Typically there are three types of meetings that a Committee may hold.

15.2.1 Ordinary Meetings

Ordinary Meetings of the Committee are required to address correspondence, hiring of the facilities, finance matters, risk management matters and maintenance of the facility.

15.2.2 Annual General Meeting

The Annual General Meeting of the Committee is required to report on the activities of the Committee for the previous 12 month period and to develop proposals for development and maintenance of the facility for the coming 12 month period.

Appointment of all office bearers for the coming 12 month period will also take place at this meeting.

15.2.3 Extraordinary Meeting

An Extraordinary Meeting of the Committee may be called to discuss urgent business and matters outside the scope of an ordinary meeting, requested by two members of the Committee.

An agenda will be prepared and circulated to all members of the Committee with at least 2 days' notice.

15.3 Frequency of Meetings

15.3.1 Ordinary Meetings

There should be minimum of four meetings held each year, however it is recommended that Ordinary Meetings of the Committees occur on a monthly basis to ensure that any outstanding matters are dealt with expeditiously.

15.3.2 Annual General Meeting

This meeting should be held once per year.

15.3.3 Extraordinary Meeting

This meeting should be held as required.

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15.4 Agenda

The agenda is an organised list of headings of the major items, in order, that will be discussed at the meeting. A copy of the agenda is distributed to the Committee members at the commencement of the meeting, or before if it is possible. Late matters can be added to the agenda at the opening of the meeting as the Chairperson calls for discussion on the agenda.

Each item of business to be discussed at the meeting needs to be included on the agenda.

Unfinished business and reports on actions taken since previous meetings are included in the agenda under 'Business arising from previous minutes'.

If items on the agenda are not discussed due to limitations of time, they are carried over to the next meeting agenda.

The agenda is required to be sent out to all Committee members and Councillor Representatives at least one (1) week prior to the meeting.

15.5 Correspondence

15.5.1 Inwards Correspondence

A list of significant correspondence received (Inwards) is presented at the Committee meeting by the Secretary. This action is to inform members of new issues that may have arisen and to report on letters received in response to matters raised at previous meetings.

15.5.2 Outwards Correspondence

A list of significant correspondence sent out (Outwards) is provided to inform the members of the action taken on their behalf.

Correspondence is to be suitably filed together for future reference.

15.6 A Quorum

A quorum is the minimum number of members who must be in attendance to hold a meeting.

A quorum is reached when more than one half of the members are present.

If a quorum is not present within half an hour after the appointed starting time, the meeting will be adjourned to a time fixed by the Chairperson; or those present can hold an informal meeting to discuss matters, however no decisions can be made where a quorum is not present. Any decisions/motions are to be taken to a subsequent meeting where a quorum is present for recommendations and/or clarification.

15.7 Conduct of Business

Each item of business is discussed in the order in which it appears on the agenda. It is best to allow adequate time for discussion on important issues and to ensure relevant information on the matter under discussion is available at the meeting.

15.8 Voting

Voting allows members to express their agreement or disagreement. Voting can be conducted in one of three ways:

- a) Vote verbally
 - The chairperson asks people to say 'for' or 'against' and then decides which group is the largest.
- b) Vote by show of hands
 - The chairperson asks people in favour of a decision to raise their hands, counts hands and announces the total, and repeats the same process for those against.

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For motions/recommendations, the Committee needs to have an agreement concerning the way a vote will be conducted (either a) or b) above), eg for the vote to be carried, you will need a simple majority (more than half). If it is a tied vote the Chairperson has the casting vote and where this happens, this should be recorded in the Minutes.

15.9 Minutes

Minutes of the meeting must be recorded and a motion/recommendation put forward by the Committee members. The motion/recommendation after being voted on by the Committee should be recorded as "carried" or "lost" (see part 15.8 Voting).

This document is to be an accurate recording on what happened at the meeting.

The Minutes of each meeting must be sent to Council within 14 days after the meeting and confirmed at the Committee's next meeting.

On receipt of the Minutes by Council they will be reviewed and the Committee may be contacted if required. Council will not act on Minutes recommendation/motions alone, a request for information/action etc by Council must also be put in writing from the Committee via a Works Request Form.

The Committee is required to be aware of the importance of minutes due to their legal status and their liabilities to subpoena in court cases and be used for Access to Government Information release. Minutes of each meeting will be provided to the general public via Council's website in the interests of transparency and accountability.

The Chairperson is required to sign the minutes of a meeting as the true record of proceedings of the meeting. The minutes must record all motions and amendments put to the meeting, and the results. There is no need to record what members have said at the meeting, but there may be occasions when it is appropriate to record the thrust of the debate.

The Chairperson and the Secretary are responsible for the form of the minutes for proper confirmation, and must check that there have been no unauthorised alterations to those minutes. The Chairperson signs the minutes after they have been confirmed by the appropriate meeting (usually the next committee meeting). The signing must not take place until the motion for confirmation has been completed. The motion to confirm the minutes can only be moved and seconded by a person in attendance at that meeting to which the minutes relate.

15.10 Committee Records

Records of Committees, eg minutes of meeting, reports, invoices, receipts etc should be provided to Council as soon as possible.

See further information regarding records in section 11.4.

15.11 Roles of the Executive with Meetings

15.11.1 Chairperson

Before a meeting:

- Prepare the agenda (in consultation with the Secretary) setting out the items of business to be considered.
- Ensure the meeting is properly convened in accordance with these guidelines eg A quorum is present.

During a meeting:

- Chair the meeting, open the meeting, welcome and introduce members and guests.
- Keep members at the meeting focused on the topics being discussed and encourage all members to participate. Give all members an opportunity to speak on each topic.

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- Ensure correct meeting procedures are followed and that control of the meeting is maintained, keeping track of time.
- Make sure that recommendations are relevant and understood by members. Ensure
 that the minute taker has recorded all recommendations that the Committee wishes
 to forward on to Council.
- · Close the meeting.

15.11.2 Secretary

Before a meeting:

- Prepare the agenda (in consultation with the Chairperson).
- Make copies of the agenda if required and distribute to all members.

During the meeting:

- Take the minutes.
- Record all recommendations that are to be forwarded to Council.

After the meeting:

- Type minutes and distribute to all members.
- Ensure that accurate minutes are kept.
- Complete any actions as decided at the meeting.
- Provide a copy of the minutes and all inwards and outwards correspondence to Council.

15.11.3 Treasurer

Before/During the meeting:

• Provide a financial situation update

DOCUMENT	SENT TO COMMITTEE MEMBERS / COUNCILLOR REPRESENTATIVES	SENT TO COUNCIL
Agenda – Ordinary Meeting	At least one (1) week prior to the meeting	No
Agenda – Annual General Meeting	At least one (1) week prior to the meeting	No
Agenda – Extraordinary Meeting	At least two (2) days' notice	No
Correspondence List	To be sent with Agenda	No
Minutes		Yes - within 14 days after the meeting date
Records	Keep for term of Committee	Immediately

REPORT REQUIREMENTS

16. REPORT REQUIREMENTS

16.1 Annual Report

Committees are to provide Council with an annual report with inclusive financial statements by third (3rd) week in August each year.

Annual Reports are to detail the following information:

- Number of meetings conducted and dates of meetings
- · A breakdown of attendance at meeting by each member
- Activities/Projects/Achievements
- Ongoing Issues
- Completed Maintenance
- Financial Report (bank balance etc)

16.2 Finance Reports

Committees are to provide Council with financial statements by third (3rd) week in August each year.

Financial Statements are to include the following information:

- Profit and Loss Statement
- Balance Sheet
- Supporting documentation as per clause 10.13

16.3 Quarterly GST Reporting

Quarterly GST Reporting is to include the following information:

- A profit and loss statement
- A balance sheet
- Completed Business Activity Statement (BAS)

16.4 Term Report

A Term Report will be prepared by the outgoing Committee in a Local Government Election year, on the achievements of the Committee over its four year term and forwarded to Council by the third (3rd) week in August.

Term Reports are to detail the following information:

- Overview of the responsibilities of the Committee
- Activities/Projects/Achievements/Highlights
- Ongoing Issues

REPORT	WHEN TO SEND TO COUNCIL
Annual Report	By the 3rd week in August - annually
Finance Report	By the 3rd week in August - annually
Quarterly GST Report	By the end of the 1st week following the end of the quarter
Term Report	By the 3rd week in August – quadrennial

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DEFINITIONS

17. DEFINITIONS

In this Manual the following definitions will apply:

The "Act" shall mean the Local Government Act 1993.

- "Advisory Committee" shall mean Committees that report through to the General Manager and are established to provide advice on the implementation of Strategy. These Committees are not responsible for the care, control or management of Council Assets.
- "Asset Committee" shall mean Committees that report directly through to Council and are responsible for the management responsibilities, functions and operations of community facilities, such as buildings and ovals.

"Chairperson" shall mean:

- for a meeting of the Council the Mayor;
- for a meeting of a Committee of the Council a member of the committee whose appointment has been approved by Council
- **"Committee"** shall mean the body of persons appointed by Council to the Section 355 Committee in accordance with this framework.
- "Constitution" shall mean and includes this document along with all schedules and attachments referred to in this document, including but not limited to any policy adopted by Council and set out in Item 5 of the Schedule.
- "Contact Officer" shall mean Committee specific Council Contact Officer.
- "Council" shall mean Broken Hill City Council.
- "Councillor" shall mean a Councillor of the Broken Hill City Council.
- **"Executive"** shall mean the Chairperson, Deputy Chairperson, Secretary and Treasurer of the Committee.
- "Facility" shall mean a Council owned building, oval or park.
- "Financial Year" shall mean the period from 1 July year X to 30 June Year X + 1.
- **"Framework"** shall mean the Section 355 Committee Framework that incorporates three components.
- "General Manager" shall mean the person appointed or acting in the position of General Manager of Broken Hill City Council.
- "Intellectual Property" means and includes the copyrights, trademarks, registered designs, patents and databases. In particular it refers to a range of Council resources including written material, design drawings, maps and plans, computer programs and databases.
- "LGA" shall mean Local Government Area.
- "Manual" shall mean this document, being the Section 355 Asset Committee Manual.

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"Personal Information" shall mean "information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion" as per the definition included in Section 4 of the Privacy and Personal Information Act (PIPPA) 1998.

"Record" means recorded information, in any form, including data in computer systems, created or received and maintained by an organisation or person in the transaction of business or the conduct of affairs and kept as evidence of such activity.

"User group" shall mean organisations which are granted use of any portion of the facilities on a license, annual, seasonal or longer term basis.

"Volunteer" means a person who assists the committee (either on a regular or casual basis) in a voluntary capacity but is not a member of the committee.

"WHS Policy" means any Work Health and Safety Policy or Procedure/s adopted by Council and includes any Manual or other document forming part of, or associated with any such Policy.

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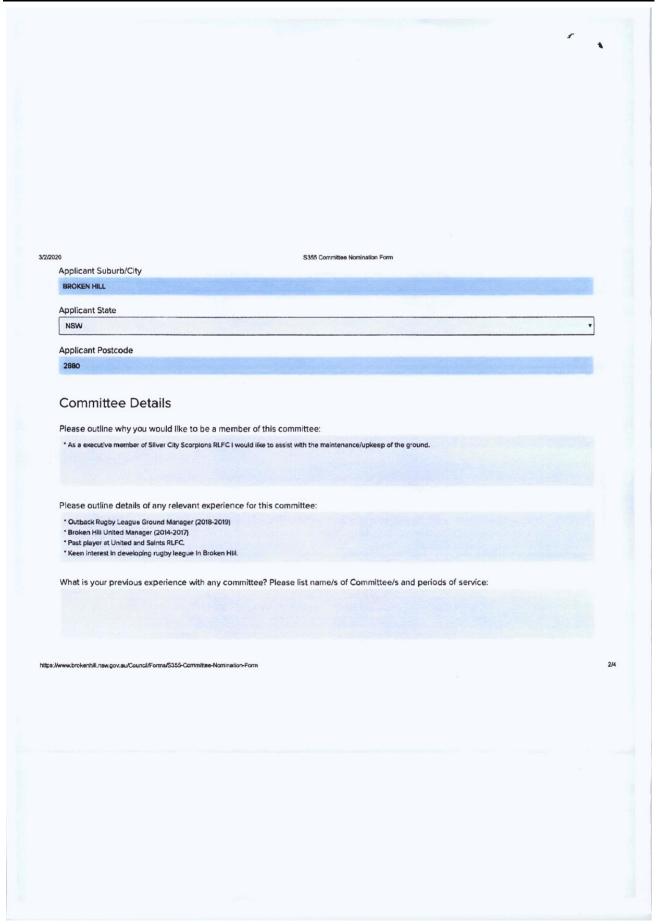
HOW DO I CONTACT COUNCIL?

18. 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
Emergency Contact (out of hours only)	0408 858 368
Opening Hours	8:30am to 5pm – Monday to Friday Cashier closes at 4pm







		•
	3/2/2020 S355 Committee Nomination Form	
	Signature	
	Draw signature below	
	Name of signatory:	
	Nume of signatory.	
	Please complete the following:	
	I'm not a robot	
	Powered by OpenForms	
	https://www.brokenhili.nsw.gov.au/Council/Forms/S355-Committee-Nomination-Form	4/4
1		

ORDINARY MEETING OF THE COUNCIL

March 10, 2020

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 41/20

SUBJECT: MINUTES OF THE FLORA AND FAUNA OF THE BARRIER

RANGES COMMUNITY COMMITTEE MEETINGS HELD TUESDAY, 18 FEBRUARY 2020 12/51

Recommendation

1. That Broken Hill City Council Report No. 41/20 dated March 10, 2020, 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 Tuesday, 18 February 2020 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 18 February 2020 for Council's endorsement.

Community Engagement:

Nil.

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

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER

MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE \$355 MEETING HELD 18 FEBRUARY 2020 AT 4PM — COUNCIL CHAMBER, 240 BLENDE STREET, BROKEN HILL

- Present: John Rogers (Chairperson), Kellie Scott (Vice Chairperson), Jeff Crase, Paul Reed, Ray Allen, David Spielvogel, Merran Coombe, Gaylene Ford, Councillor Marion Browne, Jill Spielvogel, Evan Scott, Sue Spangler (BHCC) and Darrell Ford (BHCC).
- Apologies: Ronald Tumes, Dean Fletcher, Jamie Scott, Michael Ford, Nevada Ford Geoffrey Hoare, Ann Evers and Rosalind Molesworth.

Non-Attendance: Lyn Campigli and Alison Gardner.

3. Confirmation of Minutes of Previous Meeting:

Previous minutes: 19 November 2019

Moved: Kellie Scott
Seconded: David Spielvogel

- 4. Business arising from Previous Minutes: Nil
- 5. Correspondence: Nil
- 6. Update on Action List Items:
 - 6.1 Working Bee Saturday, 7 March 2020 at 9am.
 - 6.2 Identification Cards As required
 - 6.3 Cold Set Bitumen pouring over crushed paths Pending

7. Reports:

7.1 Tourist Numbers

Very quiet over the Christmas period.

7.2 <u>Rain</u>

There was 7ml of rain over the Christmas period. The vegetation is still holding on.

7.3 Tours

Indian Pacific tours were postponed over the Christmas period due to the floods/fires and the train schedule had the train arriving at night. Tours should return to normal now.

8. Rosters:

February

• 22/02 – 23/02 Councillor Marion Browne

<u>March</u>

29/02 – 01/03 Kellie Scott
 07/03 – 08/03 Darrell Ford

• 14/03 – 15/03 Darrell Ford (Saturday) and Councillor Marion Browne (Sunday)

21/03 – 22/03 Sue Spangler

• 28/03 – 29/03 Michael, Nevada and Gaylene Ford

April

• 04/04 – 05/04 Sue Spangler

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Tuesday, 18 February 2020

MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD TUESDAY, 18 FEBRUARY 2020

Attachment 1
MINUTES OF THE FRIENDS OF
THE FLORA AND FAUNA OF THE
BARRIER RANGES COMMUNITY
COMMITTEE - FEBRUARY 2020

9. General Business:

9.1 Working Bee

Saturday, 7 March 2020 at 9am.

9.2 Filming

Filming is scheduled to happen during February.

Action List:

ACTION	WHO
1 Working Bee – Saturday, 7 March 2020	Committee
2 Identification Cards - As required	Customer Relations
3 Cold Set – bitumen pouring over crushed paths - pending	D Ford - Ranger

Next Meeting: Tuesday, 17 March 2020 – Council Chamber – 4pm (ACDT)

10. Meeting Closed: 4.12 pm

ORDINARY MEETING OF THE COUNCIL

March 17, 2020

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 40/20

<u>SUBJECT:</u> <u>MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE</u>
MEETING HELD 16 MARCH 2020 11/53

Recommendation

- 1. That Broken Hill City Council Report No. 40/20 dated March 17, 2020, be received.
- 2. That minutes of the Picton Oval Community Committee meeting held 16 March 2020 be received.

Executive Summary:

Council has received minutes from the Picton Oval Community Committee Meeting held 16 March 2020 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 Meeting held 16 March 2020 for Council's endorsement.

Community Engagement:

Nil.

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 16/03/2020

JAY NANKIVELL CHIEF FINANCIAL OFFICER

JAMES RONCON GENERAL MANAGER

PICTON OVAL MANAGEMENT COMMITTEE MEETING MINUTES

MONDAY, 16th MARCH 2020

Present: N. Hannigan, T. Rynne, B. Licul (Councillor), P. Adams, R. Navis, N. Davey.

Apologies: , K. Gosling, C. Adams (Councillor).

Meeting Commenced: 5:30p.m.

Matters Arising:

1. Still waiting on 2nd quote for painting of changerooms.

- 2. Powerpoints installed.
- 3. Gym equipment all installed and sign erected.
- 4. Supplier of softfall will lay the runway using leftover softfall from gym equipment– Free of charge.
- 5. Dog bags have been replaced by Council.

Correspondence In:

- 1. Oval hire request: BHHS School Sport & AFL
- 2. Oval hire request: PSSA Barrier training AFL
- 3. Oval hire request: BH Soccer Association
- 4. Tax Invoice: GTE Cleaned up tree stumps and leaves \$566.50
- 5. Remittance \$3,467.00 2019/2020 subsidy 1st instalment

Correspondence Out:

Financial Report:

Cheque Account: No statement available at time of meeting.

Term Deposit: \$25,889.11 @ 24th February 2020

Moved \$6,000 from Term Deposit into fixed account to pay for Council works

General Business:

- Along Morgan Street side there is wetness and sogginess. This has been an occurring problem for many years. Grass becomes very spongy along this area. Raji to follow this up with Council.
- Council to give Committee grass for bare patches and will hold a working bee to lay the grass.
- 3. Raji to follow up with Council regarding use of Council owned ovals and who is liable during coronavirus pandemic.
- 4. Raji to follow up with Broken Hill Soccer Association to see if they still require the oval in April.
- Branko to find out if Celtic requires oval during April and Trevor to follow up with Alma and St Joes.

Meeting closed: 6:10p.m.

Next Meeting: Monday, 20th April 2020 @ 5:30p.m. at Sacred Heart Parish School

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

ORDINARY MEETING OF THE COUNCIL

March 4, 2020

ITEM 1

QUESTIONS ON NOTICE NO. 5/20

SUBJECT:

COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE FEBRUARY 2020 ORDINARY COUNCIL MEETING 12/160, 11/141

Summary

The report provides responses to a questions raised by Councillors during the February 2020 Council Meeting, which were taken on notice.

Recommendation

1. That Questions On Notice No. 5/20 dated March 4, 2020, be received.

Background

Following are the responses to questions raised by Councillors which the Mayor and/or General Manager took on notice at the February 2020 Council Meeting.

Question:	Draft Companion Animal Management Plan (Item 11) Questions were taken on notice from Councillor Kennedy regarding the operation of the new Animal Shelter including:
	a) Cost of depreciation of the Animal Shelter Building?
	b) Cost of additional 10 hours per week to man the Shelter?
	c) Whole of life asset cost, and the impact of this cost on other Council infrastructure?
	d) how much will the community education program to promote responsible pet ownership cost?
	e) Who will pay the charges when injured animals are taken to a veterinary clinic for treatment?
Response:	a) The additional depreciation for the refurbishment has been estimated at about \$8,000 per year. The reason this is only an estimate is due to the fact that Council undertaking a full revaluation this year which is likely to effect the replacement cost of all assets and subsequently the depreciation amount.
	b) The 10 hours per week required to man the shelter is already covered by the normal ranger wages, hence no additional cost to Council. The rangers are now permanently stationed at the shelter; hence they are there regardless of visiting hours.

c) The annual cost of the animal shelter building is estimated to be \$15,000 which includes utilities, proactive maintenance, insurance and depreciation. There is no impact to other infrastructure due to the expected savings in operating the Animal Shelter ourselves as opposed to a contractor. d) It is envisaged that the community education program for responsible pet ownership will cost in the region of \$5,000 annually. Funds are required for pamphlets, printing of brochures and supply of microchips. The benefits of responsible pet ownership are invaluable e.g. less dog attacks, less roaming dogs. increased micro-chipping and registration and easier rehoming of loss pets. e) If the pet owner can be identified, the owner must pay for treatment. If the pet owner cannot be identified, Council must pay for the treatment. The latest amendment to the Companion Animals Management Plan moved at the February 2020 Council meeting, denies Council the opportunity to assess the situation on a case-by-case basis, hence Council can no longer determine if an animal should be treated or euthanized. It is important to note that Council will not accept sick and/or injured animals at the animal shelter, as the shelter is not a veterinary hospital or an alternative service to a vet. Fortunately, instances where animals require veterinary treatment is a very small proportion of all animals impounded. Question: Clearing of Crown Land within the City (Item 26) Councillor Kennedy asked who is responsibility for the clearing of crown land within the City? Response: The responsibility for clearing of crown land within the City is dependent on if there is an appointed Crown Land Manager to manage the reserve or Crown land parcel. If there is a Crown Land Manager appointed then they are responsible. If there is not a Crown Land Manager appointed then contact should be made with the Crown Land Department by emailing cl.western.region@crownland.nsw.gov.au or by calling 02 68835400 or contacting our local Crown Lands Officer Ms Jody Chinner on 8088 9302 who will arrange an inspection of the site and organise the clean-up. Question: Quarterly Budget Review Statement (Item 16) Councillor Kennedy referred to the comments on page 300 regarding the Consultancy and Legal Expenses Budget Review Statement and asked for an explanation of how all expenditure on the Civic Centre rectification works and ongoing legal expenses have been made in accordance with the November 2017 confidential resolution minute number 45709? And asked how Council can make the statement in an open business paper "the Council are of the opinion that the claim against the contractors will

	be successful"? and how did this statement come about when Council has not resolved that way?
Response:	The November 2017 Council Resolution 45709 resolved the following:
	1. "That Questions On Notice No. 5/20 dated March 4, 2020, be received.
	2. That having regard to the substantial breaches of contract by the Contractor, and associated damage and loss sustained by Council, the General Manager be authorised in relation to contract number T16/3:
	 a) To take over the works, including but not limited to in such case where works must be subcontracted by Council without further tender due to the extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, and pursue such remedies as is required to mitigate the losses; and
	b) Pursue such losses as advised by Council's solicitors, Redenbach Lee, from time to time.
	In accordance with General Accepted Accounting Principles (GAAP) and the Australian Accounting Standards Board (AASB) if disclosure of certain information required can be expected to prejudice seriously the position of the entity in a dispute with other parties on the subject matter, (in this case the specifics of legal fees), an entity need not disclose the information, but shall disclose the general nature of the dispute, together with the fact that, and reason why, the information has not been disclosed as well as the expected outcome of the dispute. If Council were not of the opinion for the litigation to be successful, they would not have resolved to pursue losses arising from the Civic Centre Refurbishment.
Question:	Debt Collection Notices
	Councillor Kennedy advised of ratepayers receiving notices from a debt collector agency for late payment of rates when their rates payments are up-to-date, and asked if this can be rectified?
Response:	Ratepayers will receive debt collection notices if they have rates outstanding 10 days after the instalment date. Sometimes payments are received in between the notice being issued and the rate payer receiving the notice.
Question:	Waste Transfer Station – Safety Risk
	Councillor Kennedy advised of a safety issue at the new Waste Transfer Station as the public are having to lift heavy rubbish above waist height when using the Transfer Station due to parking their trailer 4 feet short of the disposal area, and asked whether this is a potential Work Health and Safety risk?
	The Mayor advised that a Councillor site inspection would be organised.

	Waste Transfer Station – Councillor Site Inspection
	Councillor Page requested a site inspection for Councillor of the Waste Transfer Station.
	The Mayor advised that this will be arranged.
Response:	A site inspection for Councillors is organised for 24 March 2020.
Question:	Road Repair Works
	Councillor Kennedy referred to the "fix this" graffiti writing on roads within the City, and asked for an idea of costings to repair these sections of road pavement.
Response:	Council is currently in the process of identifying the condition of all road segments to form part of Council's road asset management plans. These specific segments will be included in these plans.
Question:	Street Trees (Item 26)
	Councillor Kennedy referred to a previous Council resolution (of approximately 2010) regarding a program to replace gum trees on footpaths with a less invasive species of tree and asked what happened with this program and why was it not implemented?
Response:	Council adopted a revised Tree Management Policy and Plan in January 2015 which rendered all previous policies and plans obsolete.
Question:	Street Trees (Item 26)
	Councillor Page referred to the Councillor Briefing held on Monday 24 February 2020 to discuss matters listed in the Business Paper and that Councillor Browne had requested information on the species of trees to be replanted around the City as part of the upcoming Street Tree Replacement Program which will commence in May 2020. This question was taken on notice at the Briefing.
Response:	As discussed during Councillor budget workshops, a tree management policy and tree management plan is being developed to inform the best species of trees as well as preferred locations for the tree replacement program in accordance with Council's adopted Development Control Plan.

Attachments

There are no attachments for this report

JAMES RONCON General Manager

CLOSED

Council Meeting to be held Wednesday, March 25, 2020

1. BROKEN HILL CITY COUNCIL REPORT NO. 42/20 - DATED FEBRUARY 28, 2020 - CONFIDENITAL MINUTES FOR CONFIRMATION - ORDINARY COUNCIL MEETING HELD 26 FEBRUARY 2020 - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers confidential minutes for confirmation that relate to a matters and is deemed confidential under Section 10A(2) (a) (d) (i) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual; AND which provides for commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret; AND which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

2. BROKEN HILL CITY COUNCIL REPORT NO. 43/20 - DATED MARCH 13, 2020 - CORRESPONDENCE REPORT - CODE OF CONDUCT NO. BHC20190528 AND BHC20190628 - CONFIDENTIAL

(<u>General Manager's Note</u>: This report is deemed confidential under Section 10A(2) (i) of the Local Government Act, 1993 which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

3. BROKEN HILL CITY COUNCIL REPORT NO. 44/20 - DATED MARCH 13, 2020 - T19/9 - SUPPLY OF AN ARTICULATED LANDFILL COMPACTOR - CONFIDENTIAL

(<u>General Manager's Note</u>: This report considers Tender for an articulated landfill compactor 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).